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ABSTRACT

This conference enabled operators of training programs for separating servicemen to "talk shop" among themselves and with outside supporting agencies and organizations, both public and private. Panel discussions and speeches dealt with such matters as local administration of the TRANSITION Program; counseling and placement (including the planned REFERRAL computerized job referral service for military retirees); national assistance for veterans; major separation activities for overseas returnees; industry sponsored TRANSITION training; programs under the Manpower Development and Training Act; university extension and other educational programs for TRANSITION; training for public service careers; and ways of reaching disabled, disadvantaged, and minority group servicemen. Special attention to improved availability of training resources, trainee selection, program evaluation, scheduling, and working relationships with outside training sponsors, was advised. (An agenda and participant roster are included.) (ly)

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

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ED036728

CONFERENCE
ON THE
SEPARATING SERVICEMAN

WASHINGTON, D.C.
29-31 OCTOBER 1969

CONFERENCE REPORT

AC 006 576

DEPARTMENT OF DEFENSE

HUMAN GOALS

Our nation was founded on the principle that the individual has infinite dignity and worth. The Department of Defense, which exists to keep the nation secure and at peace, must always be guided by this principle. In all that we do, we must show respect for the serviceman and civilian employee as a person, recognizing his individual needs, aspirations, and capabilities.

The defense of the nation requires a well-trained force, military and civilian, regular and reserve. To provide such a force we must increase the attractiveness of a career in Defense so that the serviceman and the civilian employee will feel the highest pride in himself and his work, in the uniform and the military profession.

THE ATTAINMENT OF THESE GOALS REQUIRES THAT WE STRIVE ...

To attract to the defense service people with ability, dedication, and capacity for growth;

To provide opportunity for everyone, military and civilian, to rise to as high a level of responsibility as his talent and diligence will take him;

To make military and civilian service in the Department of Defense a model of equal opportunity for all regardless of race or creed or national origin, and to hold those who do business with the Department to full compliance with the policy of equal employment opportunity;

To help each serviceman at the end of his service in his adjustment to civilian life; and

To contribute to the improvement of our society, including its disadvantaged members, by greater utilization of our human and physical resources while maintaining full effectiveness in the performance of our primary mission.

SECRETARY OF DEFENSE

David Packard
DEPUTY SECRETARY OF DEFENSE

CHAIRMAN, JOINT CHIEFS OF STAFF

SECRETARY OF THE ARMY

John H. Chafee
SECRETARY OF THE NAVY

Robert C. Seamans, Jr.
SECRETARY OF THE AIR FORCE

W.C. Westmoreland
CHIEF OF STAFF, U.S. ARMY

Thomas H
CHIEF OF NAVAL OPERATIONS

CHIEF OF STAFF, U.S. AIR FORCE

COMMANDANT, U.S. MARINE CORPS

ED036728

REPORT ON

THE CONFERENCE ON THE SEPARATING SERVICEMAN

HELD AT THE NATIONAL WAR COLLEGE

29 - 31 OCTOBER 1969

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- SPEECHES
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OVERVIEW OF THE CONFERENCE

OVERVIEW

This report contains a summary of the activities of the Conference on Separating Personnel held at the National War College, 29-31 October 1969.

The purpose of the conference was to permit the Military Services and those agencies and organizations in both the public and private sectors who are supporting the TRANSITION Program to come together and to discuss both the progress made and the direction which ought to be taken in the future.

The conference purposely established situations in which representatives could talk to one another both in panel discussions and in informal sessions conducted during frequent breaks throughout the sessions. In other words, the conference provided an opportunity for personnel who are operating the program at base level to "talk shop" among themselves and with representatives of outside agencies who are lending them support.

This report will, in the following pages, summarize the panels' discussions, present many of the presentations made by panel members, and reprint the addresses made during the conference. This report will also permit those who attended the conference to review the principal matters which came to the surface during the three-day discussions. It will also provide those who could not attend the conference with a means to review quickly the scope of the conference.

Listed below are some of the principal areas of concern which were identified as a result of the panel discussions and questions from the floor. They are not intended to be a complete list of all the possible areas of interest. They highlight some of the items which will require further consideration.

1. Both the TRANSITION and REFERRAL Programs will require greater explanation not only among military personnel but others outside the military establishment. The purpose of providing information on the aims of these programs is to insure that they are completely understood. The cooperative nature of the programs involving both the private and public sectors is clearly understood. There still remains a good deal of misunderstanding, for example, that the TRANSITION Program has four basic elements: counseling, training, education, and job referral service. Sometimes it is criticized because it is not providing enough training. Actually the program must be looked at in its entirety, that is, the operation

of all four of its principal elements with greater emphasis given to some over others because of local demands, operational requirements, and available resources.

2. Local TRANSITION Programs reflect differences in training needs, geographical locations, availability of personnel and other resources, and command emphasis. The style of operation thus varies from base to base. However, there appears to be certain general areas which require attention by almost all of the bases in the program. These are: better identification of eligible personnel and the ability to move individuals who are so identified into some decision-making process regarding their education, vocational interest or employment. The panel discussions brought forth several successful methods now employed at some bases.

3. The principal target groups in the TRANSITION Program -- the disabled, undereducated, and those with no or questionable related civilian skills -- will require particular attention during the forthcoming year. The panel discussions centered around the necessity for personnel at the base level to actively seek out individuals who might fall within this group. For example, Project 100,000 personnel will not only be emerging from the Army, but from the Marine Corps and Navy as well. Personnel in this group will need special attention prior to separation.

4. Conferees agreed that the key to the successful operation of the TRANSITION Program is the effectiveness of the counseling service. Specific areas of concern were -- the availability of counselors in view of forthcoming budget restraints, allocation of sufficient personnel spaces to staff counselor jobs, the grade levels allocated to civilian counselors, the outside competition for qualified counselors now on the TRANSITION staff, the need to evaluate the effectiveness of counseling, the scope of the duties of the counselors, the time allocated for proper counseling, and finally, the need for useful counseling materials.

5. The following items were identified in the vocational training areas as needing special attention:

a. The need at many bases to locate more training resources than might be available in the surrounding region.

b. The requirement to establish good working relationships with outside training sponsors.

c. The need to improve the selection process in order to obtain the trainees who need assistance the most.

d. The requirement to monitor and evaluate the effectiveness of the training.

e. A need to obtain greater flexibility in the process of getting men released for training.

f. A requirement to obtain more on-base training facilities and more off-duty training resources.

6. The increase in the number of men returning from overseas for immediate separation poses special problems. The TRANSITION Program which is now located principally within the states cannot reach these personnel under present arrangements. During a period of rising separation rates, it was felt that the quality of assistance given to men at the time of separation should in no way be diminished. However, there is a growing movement toward cutting the time at separation points in order to move men out more quickly. This means there will be less time for personal contact with returning servicemen concerning their rights, benefits, and job information. Panel discussions did emphasize the need for looking carefully at where best this personal assistance could be rendered for those immediately separating from overseas tours. An alternate program probably should be established overseas in order to minimize the growing limitation in stateside operations at major West and East Coast processing centers. VA and the Employment Service both offered to provide personnel in overseas locations to assist in the early contact of those who are scheduled for return to the states for immediate release.

7. The panel on industry sponsored training identified these areas for special emphasis:

a. The need for an improved system for selecting trainees.

b. The need to keep up a first-rate communications system between the sponsoring industry and the base.

c. A requirement for better determination of the timing for training sessions, and

d. The need to increase the number of off-duty training possibilities.

8. The training offered by MDTA has been substantially increasing year by year. The funds provided by the Department of Labor for this purpose have materially helped in broadening the number of courses which can be offered to servicemen under the TRANSITION Program. It was generally felt that the one problem which persistently hampered the program,

the speed with which programs could be established, has now been solved. It was generally felt that the real need now was to keep improving the communications system involving the base and the principal MDTA contact agency at the local level, the subsequent communication with the regional offices and the final linkage with Washington action offices. The necessity for keeping the communication process open was identified as the real means for expediting both the initial prospectus for training and the processing of the final proposal.

9. The job referral program as currently conducted at many local bases requires a decided increase in effectiveness. Many bases are isolated from community resources resulting in strict limitations on information about jobs not only in the surrounding regions but in the nation as well. Local employment offices are almost always oriented toward the needs for the community which they serve. Most TRANSITION offices require employment information which is national in scope. The panel discussions indicated that new systems are on the way which would provide more automatic methods for contacting prospective employers. Some new systems are now being tried out in the TRANSITION Program. In addition, it was indicated that a greater use of job fairs would provide a very useful vehicle for establishing stronger relationships between personnel who had military skills, and business and industry which had a need for those skills. Finally, it was emphasized that there was a greater need to build in job placement assistance for all training programs now being conducted under TRANSITION.

10. Approximately 23% of enlisted personnel leaving military service have not completed high school. Operational requirements, such as a combat assignment in Vietnam, have often precluded men from taking advantage of high school completion programs available from their respective military services. The TRANSITION Program has a special obligation to give to these men a final opportunity just prior to discharge to obtain a high school equivalency certificate through the GED Program. There is also a need to develop more pre-college remedial training programs with colleges near a military base so that men who never thought about going to college could be motivated to undertake regular college programs upon completion of their military service. In addition, it was noted that individuals within the principal target group need more information about educational and training assistance programs which, in addition to the GI Bill, will help them financially in pursuing a training program.

11. There is an acute growing need for moving more technically trained military personnel into public service type positions at the local, state, and Federal levels after separation. Fields where there is a great need for such service are health, law enforcement, teacher aides, and postal work.

12. All panelists agreed that the most important ingredient to the success of the program at base level is -- local command support.

The very deep interest and concern of the conference for the separating servicemen which was so clearly in evidence by the representatives of the military services, government agencies, and most noteworthy by the private sector, speaks well for the future. The desire for a forward-looking, dynamic, and realistic program utilizing the cooperative efforts of both the public and private sectors now becomes the basis for new study and action. It is hoped that this spirit can be sustained during any readjustment period occasioned by the budget review.

AGENDA

29 OCTOBER

0900 - 0930 **REGISTRATION**

0930 - 1000 **OPENING REMARKS**

Mr. Paul Wollstadt
Deputy Asst. Secretary of Defense
Manpower Research & Utilization

1000 - 1030 **DIRECTOR'S REPORT**

Mr. Frank M. McKernan
Director, Transitional
Manpower Programs

1030 - 1045 **BREAK**

1045 - 1200 **PANEL 1:** The Local TRANSITION Program

Scope: This panel discussed the administration of the TRANSITION Program at the local level.

Moderator: LTC W. A. Fletcher, USAF
Transitional Manpower Programs

Panelists: LT A. H. Benge
Naval Station
San Diego, California

CAPT C. O. Broughton
MC Development & Education Comd.
Quantico, Virginia

Mr. William Edmundson
Army Education Center
Fort Bragg, N. C.

MSGT R. Keith Maust
NCOIC Base TRANSITION Program
Mountain Home AFB, Idaho

1200 - 1315 **LUNCH**

1315 - 1415 PANEL 2: Reaching the Target Group

Scope: This panel discussed how to increase participation in our programs by the disabled, disadvantaged and minority group servicemen.

Moderator: Mr. Mark Colburn
Transitional Manpower Programs

Panelists: Major J. R. Brandon
Marine Corps Base
Camp Lejeune, N. C.

Mr. Leroy Bryant
Performance Research, Incorporated
Washington, D. C.

MSGT Samuel L. Ferguson
NCOIC Base TRANSITION Program
Ellsworth AFB, S. D.

Mr. Clifford Ginther
Army Education Center
Fort Carson, Colorado

Mr. I. M. Greenberg
Director, Project 100,000
Department of Defense

LCDR R. L. Holderby
Naval Station, Treasure Island
San Francisco, California

Mr. John Holt
Fitzsimons General Hospital
Denver, Colorado

Mr. R. Nordness
Naval Station
Washington, D. C.

1415 - 1430 BREAK

1430 - 1530 PANEL 3: Counseling Separating Personnel

Scope: This panel examined the problems which arise in various phases of the counseling process.

Moderator: Dr. Charles A. Ullmann
Transitional Manpower Programs

Panelists: Mrs. Dion Bretz
Naval Station
Washington, D. C.

1st Lt J. W. Chancey
Marine Barracks, Naval Station
Treasure Island, California

Dr. Harold A. Edgerton
Performance Research Incorporated
Washington, D. C.

Mr. Christopher McHoney
Army Education Center
Fort Hamilton, New York

SMSGT Fred M. Palmer
Chief, Career Advisory & Counseling Branch
Lowry Air Force Base, Colorado

1530 - 1600 "COMMUNITY INVOLVEMENT WITH TRANSITION"

CMSGT Robert T. Moore
Base TRANSITION Program Officer
Charleston Air Force Base, S. C.

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30 OCTOBER

0900 - 0915 OPENING REMARKS

Vice Admiral W. P. Mack
Deputy Asst. Secretary of Defense
Manpower and Reserve Affairs

0915 - 1030 CONCURRENT SESSIONS:

Panels 4B and 5B were of primary interest to personnel concerned with the major separation centers and separation activities. Panels 4A and 5A were primarily TRANSITION-oriented.

PANEL 4A: Management of TRANSITION Training

Scope: This panel discussed managing TRANSITION training at the local level.

Moderator: Captain R. C. Maurer, USN
Transitional Manpower Programs

Panelists: Major J. Brodie
Marine Corps Base
Camp Pendleton, California

Mr. Joseph W. Burke
Army Education Center
Presidio of San Francisco, California

LCDR R. H. Harris
Naval Station
Norfolk, Virginia

MSGT Richard K. Land
NCOIC TRANSITION Program
Ent Air Force Base, Colorado

PANEL 4B (Separation): Operation of Major Separation Activities for Overseas Returnees.

Scope: This panel provided an opportunity for representatives of the major large-volume separation centers to discuss their operations and thereby share helpful ideas and practices.

Moderator: Mr. Frank M. McKernan, Director
Transitional Manpower Programs

Panelists: Lt Col G. T. Hauser
Marine Corps Air Station
El Toro, California

Captain Dennis P. Johnson
Chief, Procedures Section, USAFMPC
Randolph Air Force Base, Texas

Captain T. McCourt
Separations & Retirement Branch
Hqs, Marine Corps

LTC R. B. Peterson
U.S. Army Personnel Center
Oakland, California

MSGT Dwight L. Quates
Procedures Section, USAFMPC
Randolph Air Force Base, Texas

CDR J. H. Reynolds
Bureau of Naval Personnel
Washington, D. C.

Mrs. J. S. Seewald
Bureau of Naval Personnel
Washington, D. C.

Major William L. Sparks
Personnel Staff Officer, USAFMPC
Randolph Air Force Base, Texas

Major Albert J. Thurmond
CO, Transfer Station, USAPERCEN
Fort Dix, New Jersey

1030 - 1045 BREAK

1045 - 1200 CONCURRENT SESSIONS:

PANEL 5A. Industry Sponsored TRANSITION Training

Scope: Industry representatives outlined their TRANSITION training programs

Moderator: Captain R. C. Maurer, USN
Transitional Manpower Programs

Panelists: Mr. M. H. Chesney
Service Training Department
Ford Motor Company

Mr. P. E. McDonald
Director, GM Training Center
General Motors Corporation

Mr. R. W. Olson
Director of Industrial Relations
Lockheed Shipbuilding & Construction Co.

Mr. D. P. Tobias, Jr.
Director of Personnel, New England Div.
Howard Johnson's

PANEL 5B: (Separation) - National Assistance for the Veteran

Scope: This panel discussed what can be offered by public and private agencies to assist separation activities.

Moderator: Mr. Frank M. McKernan, Director
Transitional Manpower Programs

Panelists: Mr. James J. Cox
Chief, Contact & Liaison Division
Veterans Administration

Mr. Merle Junker
Manpower Sources Division
Civil Service Commission

Mr. Edward L. Omohundro, Director
Veterans Employment Service
Department of Labor

Mr. J. L. Sullivan
Director of the Manpower Staff
Department of Commerce

1200 - 1315 LUNCH

1315 - 1400 PANEL 6: MDTA Training Programs

Scope: This panel discussed TRANSITION MDTA Programs

Moderator: Colonel L. L. Page, USMC
Transitional Manpower Programs

Panelists: Mr. James Blackburn
Manpower Administration
Department of Labor

Major James R. Joy, USMC
Transitional Manpower Programs

Mr. Joseph Julianelle
Manpower Administration
Department of Labor

Mr. Robert Loughran
Manpower Development & Training
Dept. of Health, Education & Welfare

Mr. James McGoye
Manpower Development & Training
Dept. of Health, Education & Welfare

1400 - 1415 BREAK

1415 - 1630 PANEL 7: TRANSITION Placement Assistance

Scope: This panel concentrated on how to find jobs for servicemen leaving the Armed Forces.

Moderators: Captain R. C. Maurer, USN
Colonel L. L. Page, USMC

Panelists: LT. G. H. Brown
Bureau of Naval Personnel
Washington, D. C.

Mr. E. L. Busch
Placement Rep., Systems Group
TRW, Incorporated

Mr. Joseph Cannon
Director of Veterans Affairs
National Urban League

Mr. John Garvey
Executive Secretary
Nat'l League of Cities/Council of Mayors

TSGT James J. Griffis
TRANSITION Program Counselor
U.S. Air Force Academy, Colorado

Captain L. J. Liehs
Marine Corps Air Station
Cherry Point, N. C.

Mr. R. L. Melnotte, Manager
Employment Planning & Administration
Xerox Corporation

Mr. Hugh Murphy, Administrator
Bureau of Apprenticeship Training
Department of Labor

Mr. Louis Petrocelli
Director, Management Education
Commerce & Industry Assn. of New York

Mr. Robert Rambicur
Army Education Center
Fort Belvoir, Virginia

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31 OCTOBER

0900 - 1015 PANEL 8: Educational Programs for TRANSITION

Scope: This panel examined the various educational programs available to the TRANSITION eligible serviceman.

Moderator: Dr. Nathan Brodsky
Deputy Asst. Secretary of
Defense for Education

Panelists: Mr. Stuart Feldman
Special Consultant for Veterans Programs
Dept. of Health, Education & Welfare

Colonel A. C. Jensen
Assistant for Adult Education
Department of Defense

Dr. William Shannon
Associate Executive Director
American Assn. of Junior Colleges

Mr. Dale Squires
Army Education Center
Fort Bliss, Texas

Mr. A. H. Thornton
Compensation, Pension & Education Services
Veterans Administration

Mr. L. A. Townsend, Deputy Director
Compensation, Pension & Education Service
Veterans Administration

Mr. Cornelius Turner
Director, CASE
American Council on Education

1015 - 1030 **BREAK**

1030 - 1200 **PANEL 9:** Public Service Training

Scope: This panel discussed programs designed to provide the veteran an opportunity for a career in public service.

Moderator: Major Robert C. Barnum, USA
Transitional Manpower Programs

Panelists: Dr. Andrew Adams
Director of Educational Affairs, VISTA
Office of Economic Opportunity

Mr. James A. F. Kelly
Professional Standards Division
International Assn. of Chiefs of Police

Mr. Allen Lesser
Coordinator, Veterans in Education
Career Opportunities Program
Dept. of Health, Education & Welfare

Mr. Carl T. Sieg
Director, Manpower Development Division
Post Office Department

1200 - 1315 LUNCH

1315 - 1345 "THE REFERRAL PROGRAM"

LTC W. D. Barnes, USA
REFERRAL Program Coordinator
Transitional Manpower Programs

1345 - 1415 "PROJECT VOLUNTEER AND TRANSITIONAL MANPOWER PROGRAMS"

Dr. Harold Wool, Director
Procurement Policy & General Research
Department of Defense

1415 - 1430 BREAK

1430 - 1500 "REPORT OF THE PRESIDENT'S COMMITTEE ON THE VIETNAM VETERAN"

Mr. J. C. Peckarsky
Deputy Chief Benefits Director
Veterans Administration

1500 - 1530 "THE TASK AHEAD"

Mr. Paul Wollstadt
Deputy Assistant Secretary of Defense
Manpower Research and Utilization

PANEL SUMMATIONS

PANEL 1: THE LOCAL TRANSITION PROGRAM

Moderator: LTC W. A. Fletcher, OSD

Panelists: Lt A. H. Benge, USN, San Diego, Calif.
Capt C. O. Broughton, USMC, Quantico, Va.
Mr. William Edmundson, Fort Bragg, N.C.
MSGT R. Keith Maust, Mountain Home AFB, Idaho

"While no two TRANSITION programs are the same, most have a common denominator - a dedicated TRANSITION staff." The moderator's introductory remarks were substantiated by the panelists in their description of the tools and techniques employed in the administration and operation of four local TRANSITION programs.

Panelists Maust, Broughton, Benge and Edmundson illustrated the point that just as Service programs reflect their unique needs and approaches - local programs reflect differences in training requirements, geographic location, availability of resources and command emphasis. Program differences and similarities can be noted on the attached chart which outlines the scope of their programs and the basic administrative and management tools and techniques each has employed.

Each of the panelists provided conferees with a wealth of locally developed innovations which have proven successful in their particular programs. Selected examples are listed below:

. Combining mutually supportive functions to insure maximum utilization of available resources.

- Combining TRANSITION and Education facilities to encourage a greater emphasis on the educational aspects of TRANSITION (Quantico).

- Integrating TRANSITION-Reenlistment/Separation and Career motivation into a Career Assistance and Counseling Section by the Air Force which insures contact by TRANSITION with all separatees, allows all counseling on benefits and obligations by one office insuring all points are covered and provides an opportunity to insure comparisons of both military and civilian opportunities (Mountain Home).

. Identification of Eligibles

- Retirees are referred to TRANSITION at the time their applications are submitted (Mountain Home).

- Crosschecks of eligibles at both in-processing and at the mandatory check-in at the Education Center (Fort Bragg).
- San Diego's program of identifying returning overseas separatees during their three day separation processing and providing both civil readjustment briefings and individual TRANSITION counseling.

. Counseling and Training.

- San Diego's non-directive type of counseling which requires the individual to analyze his own interests, ambitions, and develop future plans. As a subsidiary whenever possible, training programs are developed to meet individual needs.
- Quantico's post-training interview to determine need for referral assistance and to permit the trainee to make constructive criticism.
- Fort Bragg's TRANSITION complex consisting of 42 classrooms where formalized skill training is provided to over 700 students at a time by 31 civilian contract instructors and 12 participating industries.

. Information Programs and Community Relations.

- Participation in State and Community level planning actions by becoming members of the county and state CAMPS Committee and resulting involvement with all levels of local and state employment and service organizations (Mountain Home).
- Individual TRANSITION briefings for ship commanders while in port at San Diego to acquaint them with the TRANSITION Program available at the Naval Station (San Diego).
- Civilian firm recruiting program where each month 15-20 firms interview and recruit separatees on a scheduled and organized basis (Fort Bragg).

. Consideration of the military as an occupational career.

- Insuring that each individual is encouraged to explore both civilian and military opportunities thoroughly has resulted in the self-recruiting of 128 airmen in the last 21 months (Mountain Home).

INSTALLATION & SCOPE

Mt. Home AFB, Idaho Separates - 60 mo.	Quantico MC, Virginia Separates - 250 mo.	San Diego Naval Sta, Calif. Separates - 700 mo.	Fort Bragg, North Carolina Separates - 1,900 mo.
ORGANIZATION			
Career Assistance Counseling (Reenlistment/Separations - Career Motivation-TRANSITION)	TRANSITION/EDUCATION Services	TRANSITION Training Division	GED/TRANSITION
STAFF			
2 NCO's - 1 Sec	1 TRANS/Educ Svs Off 2 Civ. Counselors 2 Clerks	1 TRANS Off Admin Tng Br 4 Mil Educ Svs. 2 Mil Mil. Counseling 2 Mil TRANS Counseling 7 Civ	Director/Asst. Director 13 Counselors
IDENTIFICATION			
1. Computer lists eligibles 8 mos prior separation. 2. Retirees at submission 3. Med/Admin dischargees when finalized. 4. Ltr requests men report to TRANSITION.	1. Computer Print 6 mo. prior to separation. 2. Roster fwd to Bn. 3. Unit CO responsible for getting man to TRANSITION.	1. Pers Off identifies from records 6 mo prior sep and refers to Cmd TRANS Off. 2. O/S returnees identified during 3 day separation period.	1. HQ 3d Army roster 6 mos prior separation. 2. TRANSITION fwds ltr through CO inviting man to TRANS Office for counseling. Questionnaire attached.
ORIENTATION/COUNSELING			
1. Group/Indiv orientation with questionnaire. 2. Counseling appointment for program volunteers.	1. Individual orientation and questionnaire. 2. Counseling.	1. Cmd TRANS Off orientation and questionnaire. 2. Volunteers - designated TRANS TRAINEES and referred to TRANS site for Individual counseling.	1. Ltr and completed questionnaire hand carried to TRANS Office. 2. Counseled on training/ completes Employment Service clearance form.

Mountain Home AFB, Idaho	Quantico MC, Virginia	San Diego Naval Sta., Calif.	Fort Bragg, North Carolina
TRAINING			
Off duty 2 courses (MDTA), OJT	On/Off duty OJT, Industry, Educational Institutions on/off post Post training interview OJT guidelines being developed.	On/Off duty - on/off post OJT, Navy Schools, Industry training developed for individuals needs. Scheduled visits to training sites, formal training plans	90 skills - 80% on post 42 classrooms - 700 students Formal structured training programs.
FOLLOW-UP			
Ltr 60 days ETS Review/disseminate comments	Ltr 60 days ETS & 6 mos ETS Counselors review and evaluate.	Reviews training with individual during training and after completion to determine need for further assistance and to evaluate training.	Ltr 60 days ETS - 120 days if no answer. 15% return.
INFORMATION/COMMUNITY RELATIONS			
Local radio, posters, paper DOD Bulletin to CO and Staff CO's at graduations	Local radio, papers, posters.	Local paper, radio, TV. Brief civic groups and Cmd representatives	Local papers, radio, TV. Brief civic groups TRANSITION TV film production. 15-20 commercial firms interviewing per mo. Advertised on post.

PANEL 2: REACHING THE TARGET GROUP

Moderator: Mr. Mark Colburn, OSD

Panelists:
Major J. R. Brandon, USMC, Camp Lejeune, N.C.
Mr. Leroy Bryant, Performance Research, Inc., Wash. D.C.
MSGT Samuel L. Ferguson, Ellsworth AFB, S.D.
Mr. Clifford Ginther, Ft. Carson, Colorado
Mr. I. M. Greenberg, OSD
LCDR R. L. Holderby, Treasure Island, Calif.
Mr. John Holt, Fitzsimons General Hospital, Colo.
Mr. R. Nordness, Naval Station, Washington, D.C.

The moderator spoke briefly about the target group as the fundamental reason for the existence of the TRANSITION Program. He noted that the TRANSITION priorities emphasized the need for helping the combat disabled as the priority group. He noted as the second high priority the need to focus on the problems of individuals commonly identified as disadvantaged. For the purposes of discussion the speaker had been asked to consider each of these two groups and their needs in the development of their presentations.

The moderator noted that within the limited time available, it would be possible to permit formal presentations by five of the eight panelists but that all would be available for the question and answer period.

Project 100,000: Mr. I. M. Greenberg

Mr. Greenberg pointed out that in the three years since Project 100,000 had been initiated, 240,000 men meeting the lower standards had entered military service. The concern of the TRANSITION Program in helping these men would increase in 1970, since approximately 65,000 would be separated in that year. Most 100,000 men, it was indicated, are serving in the Army. Only 15,000 of the total separating during 1970 are in the Navy and Marine Corps. No 100,000 men are expected to leave from the Air Force until 1971.

Among the Project 100,000 men who have already been separated, studies show that those who were not high school graduates, or had low AFQT scores, or were Negroes, had high unemployment experience. The need for help to these people, it was stated, is quite clear.

Mr. Greenberg made the point that as a group the 100,000 men would not readily volunteer for programs such as TRANSITION. Although their need for improvement in basic reading ability and occupational competence is greatest, their understanding of the need is minimal. He noted that these men as a group do not think ahead and in such a situation good counseling is critically important.

To show the potential which exists in these individuals, Mr. Greenberg noted that they had, by and large, been successful in military service including such occupational areas as equipment maintenance, construction, supply and military police.

Mr. Greenberg cited the low participation rate thus far of Project 100, 000 men in TRANSITION training. He felt that in the interest of the military services, in the need of these men for help, and in our responsibility to the nation, we should make a greater effort to reach and help the separating Project 100, 000 servicemen.

The Program at Fitzsimons Hospital: Mr. John Holt

Mr. Holt indicated the great satisfactions to be obtained from helping the handicapped. He noted that the mind set of the patient was such that pressure tactics to achieve cooperation was undesirable. The first step which the counselor should take is the development of a friendship with the individual much as one would with a neighbor or new acquaintance. The speaker suggested the desirability of using a variety of tools, such as program brochures, educational literature and job openings as means to interest the patient. He noted that systematic, planned staff work participated in by the counselors and their supervisors is essential to the success of programs with the handicapped.

In the Fitzsimons program it has been possible to set up formal TRANSITION classes and on-the-job training in a variety of careers for helping the handicapped. Among the many areas in which OJT courses are given are the X-ray laboratory, the heating plant, the radio-TV repair shop and the carpentry shop. Formal classes are given in appliance repair, drafting and the Post Office, among others. For individuals with particular disabilities, highly specialized programs are available. For example, there is a special program to train individuals who have injuries to their hands to write again. There are also special programs for the blind, and programs are available in the therapy area which teach the handicapped to design and make salable objects in ceramics, light metal, wood, etc.

The Program at Treasure Island: LCDR R. L. Holderby

CDR Holderby indicated that his responsibilities included the disabled personnel from the Naval Hospital at Oakland and the low aptitude personnel coming through the Treasure Island facility.

The program with the disabled involves close cooperation with the medical staff at the hospital to obtain the earliest possible release of the individual to the TRANSITION Program in light of the patient's physical condition. The Commander stressed the need for motivating the disabled with a specific goal. He indicated his belief that a desirable counselor must combine all the virtues of mother, father, big brother, sociologist and psychologist in addition to competence as an employment placement expert.

In discussing his work with men from disadvantaged backgrounds, CDR Holderby noted that almost all of the men with whom he works have acquired some skill in the Navy and this has made his task easier. He noted also that he has obtained full support from employers in providing jobs for minority groups in the San Francisco Bay area. He feels also that with greater time and more resources to work with, the military services could do a much more effective job with the individual and this would be of great value to the nation.

The Program at Camp Lejeune: Major J. R. Brandon

Major Brandon discussed the procedures used at Camp Lejeune in the TRANSITION Program. He said that after initial identification of the individual an analysis is made of the man's record and experience to determine his eligibility as part of the target group for TRANSITION training. He pointed out the importance which the Marine Corps gives to strong counseling as a basis for building an effective program. For the disadvantaged person in particular, counseling is considered vital. He noted that, in a sampling of interest shown on questionnaires, the disadvantaged individual was the one most likely to think that he had no need for the services given by the TRANSITION Program. Camp Lejeune's effort, as a consequence, is directed toward reaching the man who remains silent.

The base newspaper, a TRANSITION newsletter and local radio and television programs are used in the process of getting the word to the Marine who needs the program the most. Major Brandon stressed the very practical aspects of the Marine program -- the emphasis on the disadvantaged individual, the desire to train him in a useful occupation, and the attempt to schedule his training immediately prior to his separation from the service.

Counseling the Minority Serviceman: Mr. Leroy Bryant

Mr. Bryant pointed out that the preponderent number of individuals identified as minority in the Armed Forces are of the Negro race. We do, however, have representation of significant numbers of Mexican-Americans, Indians and Eskimos, as well as others. While each of these groups is often unique in the problem presented to the TRANSITION counselor, one point is considered relevant to the counseling of all. The man should be considered as an individual first and as a member of a cultural category second.

The speaker noted that the terms "disadvantaged," "underprivileged," and "culturally deprived" sometime create the wrong impression. Members of each of these groups come from a certain background. The background is frequently deficient in the cultural experiences which most Americans share; however, the minority man has a specific culture and background which is important to him.

Mr. Bryant stressed that in dealing with the minority counselee the best approach consists of optimism coupled with realism. The counselee should be provided with information to help him to make the best job and career decisions.

He also pointed out that the roles of the counselor and the counselee do not require a close interpersonal relationship between the counselor and the counselee. They do not have to like each other. It is desirable, however, that the counselee understand the role of the counselor. This role may vary, sometimes it can be likened to that of a big brother but more frequently it can be more like that of a tour guide.

PANEL 3: COUNSELING SEPARATING PERSONNEL

Moderator: Dr. Charles A. Ullmann, OSD

Panelists: Mrs. Dion Bretz, Naval Station, Washington, D.C.
1st Lt. J. W. Chancey, USMC, Treasure Island, Calif.
Dr. H.A. Edgerton, Perf. Research, Inc., Washington, D.C.
Mr. Christopher McHoney, Fort Hamilton, N.Y.
SMSGT Fred M. Palmer, USAF, Lowry AFB, Colo.

The significant outcomes from the panel on counseling were reflected in the attention directed toward the evaluation of counseling. This one question embraced various subsidiary questions on the role and duties of the counselor, the time available for services to the individual and the degree to which the uniqueness and individuality of the counselee could be taken into account. It seems evident that counselors are beset by expectations placed upon them by the command, by their clientele, and by the agencies and employers through which they must work and which constitute their largest resource.

Another issue which has remained as a challenge since the inception of the program involves the procurement and retention of qualified counselors. Procurement is dependent upon money, spaces, and grade levels authorized. Retention is dependent upon continued budgetary and space support at the local level. These are currently extremely acute problems. It was felt that support in this area was the keystone to the entire program.

A problem of widespread concern is serviceman's lack of knowledge about his abilities and also of realistic job knowledge in fields with popular job titles. The field of data programming is one in which the lure of popular advertising attracts candidates who have no basis for successful performance in it. Counseling the vocationally immature may be met by painstaking inquiry into reasons for unrealistic choice and also by provision of realistic job information when the individual has been prepared to use it.

Monitoring the progress of servicemen undergoing job training calls for additional attention. This is needed not only as a check on the quality of the decision already made but as an assurance that the instruction is practical, progressive and an avenue to employment.

Counselor training was an additional issue. Each Service has adapted its counselor training to its own needs. There were indications, however, that there was a need for general information and background relative to education, training, and job finding in civilian life for use in advising men concerning their future. The TRANSITION Bulletin and Program Letters are good vehicles for getting the immediate word to counselors. In addition, other key material of a technical nature would be useful.

PANEL 4A: MANAGEMENT OF TRANSITION TRAINING

Moderator: Captain R. C. Maurer, USN, OSD

Panelists:
Major J. Brodie, USMC, Camp Pendleton, Calif.
Mr. Joseph W. Burke, Presidio of San Francisco, Calif.
LCDR R.H. Harris, USN, Norfolk, Va.
MSGT Richard K. Land, USAF, Ent AFB, Colo.

Directors from each of the four Military Services discussed their TRANSITION training programs with emphasis on management techniques and methods of locating and utilizing training resources. The presentations demonstrated that energetic and enthusiastic TRANSITION staffs can develop effective training programs despite restrictions beyond their control. Each installation must tailor its program to meet its own unique situation (size and type base, location, TRANSITION assistance requirements, local policies, etc.) but certain common principles and problems apply to all bases.

An essential element of all successful programs is an adequate SOP with written detailed instructions that clearly spell out training procedures and controls to all concerned - TRANSITION staff, training sponsor, trainee and the trainee's unit commander. An example of this was shown in the Presidio presentation. Copies of their directives and forms will be reproduced in the holiday issue of the TRANSITION Information Bulletin.

Listed below are some of the successful techniques used by many installations.

Methods of Locating Training Resources

- DOD information.
- Cooperation with other TRANSITION installations
- Local community relations (publicity, contacts with service organizations and Chamber of Commerce, speeches, etc.)
- Letters or telephone calls to local business.
- Yellow pages and classified section of newspapers.
- Personal visits to larger companies.
- On-post training resources (motor pool, commissary, military schools)

- Local community colleges and vocational-technical schools.
- MDTA.

Relationship with Training Sponsors

- Establish personal working relationship.
- Written training agreement (include training objectives)
- Insure job placement opportunity will be available.
- TRANSITION trainee must never be considered a source of "free labor."

Selection of Trainees

- Establish clear understanding with training sponsor.
- Carefully evaluate educational background to determine necessity for any basic preparation before training.
- Insure trainee has motivation, aptitude and capability for proposed skill.
- Let trainee visit training site before he is placed in training.

Monitoring Training (Essential for OJT)

- Place trainee on orders.
- Visits to training sites (scheduled and unannounced).
- Written attendance and progress reports from training sponsor.
- Trainee debrief (written and oral)

Training Evaluation

- Compare results with objectives.
- Placement effectiveness.
- Post-discharge follow-up questionnaire.

Common Problems and Possible Solutions

1. Difficulty in getting men released for training.

   Establish better understanding with unit commanders and NCO's through personal contact, orientation briefings, invitations to visit training sites or graduation ceremonies, and feed-back as to progress of trainees. Prompt withdrawal from training and return to units of "goldbricks"

2. Men anticipate training but then cannot participate:

   Realistic base publicity and orientation briefings.
   Establish maximum possible off-duty training.

3. Lack of on-base training facilities:

   Initiative, ingenuity and persistence.

4. Difficulty in obtaining off-duty training resources:

   Initiative, ingenuity and persistence.

Summary of Training Programs of Panelists

Camp Pendleton - Some distance from a major city, they have had to depend upon assistance from small local businesses. Over 100 companies are providing training and an additional 100 companies have training agreements. Use is made of base resources such as motor pool and food service facilities. MDTA courses in police science and computer programming.

Presidio - Takes full advantage of industry in San Francisco with over 70 firms providing training resources mostly for individual training.

Naval Station, Norfolk, Va. - Most trainees come from ships and are available for short and varying periods of time. Primary emphasis is on OJT with local firms which offer 800 different training locations in 300 different skills.

Ent Air Force Base - Since most men cannot be released during duty hours, emphasis has had to shift to off-duty training. They have been successful in arranging off duty OJT with some local companies and for the postal course. Evening classes are also conducted in aircraft mechanics and electronics to acquire FAA license. 75% of cost is paid by tuition assistance funds while trainee pays the remainder. Classes are not limited to TRANSITION trainees.

PANEL 5A: INDUSTRY SPONSORED TRANSITION TRAINING

Moderator: Captain R. C. Maurer, USN, OSD

Panelists: Mr. M. H. Chesney, Ford Motor Company
Mr. P. E. McDonald, General Motors Corporation
Mr. R. W. Olson, Lockheed Shipbuidling & Construction Co.
Mr. D. P. Tobias, Jr., Howard Johnson's

Representatives from four participating major industries outlined their TRANSITION training programs and discussed their experiences with the program.

Ford Motor Co. - Has offered the following TRANSITION training programs:

- Auto Mechanic Job Entry (240 hours)
- Retail Vehicle Sales
- Ford Parts Department Training
- Assembly Plant Foreman Training
- Autolite - Ford Auto-Tech Home Study Courses

The major effort has been in auto mechanics in which 345 trainees have been enrolled at seven locations. Ford plans to expand to a total of 10 locations with an annual capacity of 950 TRANSITION students. They have placed 45% of the trainees with Ford dealers and an additional 20% elsewhere in the automotive industry.

General Motors - Have trained and arranged employment opportunities for over 2, 300 men in four skill areas:

- Automotive Mechanic
- Automotive Body and Panel Mechanic
- Diesel Mechanic
- Household Appliance Repairman

The 240 hour courses have been conducted for TRANSITION trainees at 20 of the 30 GM training centers with the primary limitation being the location of military bases in relation to the GM facilities. Largest enrollment has been in automotive mechanic classes.

GM will arrange placement in whatever part of the country the trainee desires but they make every effort to persuade him to seek employment in the geographical area in which he is trained. This simplifies placement and permits face-to-face contact with the potential employer.

Follow-up on placement results are incomplete, but GM is encouraged by their successes and hears from many enthusiastic dealers who have hired TRANSITION trainees.

Lockheed Shipbuilding and Construction Company - Have conducted 110 hour classes on-post at Ft. Lewis, Washington in the following skills:

- Marine Pipefitting
- Marine Sheet Metal
- Marine Electronics (new course)

Ninety men currently in training and nearly 200 have graduated. Of the over 40% of the trainees who have accepted employment with Lockheed, many located in the Seattle area. Retention has been 300% better than Lockheed's average.

Howard Johnson's - After conducting a successful pilot program in restaurant management (8 weeks OJT) in New England, they have expanded their program to 250 locations nationwide. Retention rate of TRANSITION trained employees has been 72%. They hope to soon offer training opportunities in data processing, accounting and hotel-motel management.

Major Points Stressed by Industry Panelists

- Coordination with TRANSITION staffs. It is very important that company representatives and the TRANSITION staff meet personally and come to a complete understanding of all aspects of their cooperative efforts. Continuing communications are essential.

- Selection of Trainees. Counselors' interviews, testing and recommendations are highly important. Do not expect the company to take responsibility for candidate selection; however, it is often helpful to include an interview by the instructor as part of the selection process. Visits by candidates to the training site or potential place of work are also recommended. It is unfair to the man to place him in training for a skill in which he does not have the necessary aptitude.

- Timing of Training. It is important, in any skill training program, for the trainee to have the opportunity to practice his new skill as soon as possible. Whenever possible, training courses should be arranged to end as close to the trainee's separation date as possible.

- Off-Duty Training. Most major companies will not provide off-duty formal training due to the problems and expense of obtaining instructors after normal working hours, however, many OJT programs are feasible with companies that work evening shifts.

- **Liability.** Companies are not concerned with problems of liability for a trainee if injured. They carry their own insurance and also realize that since the trainee is in a duty status, the government also has a responsibility.

PANEL 4B and PANEL 5B: SEPARATION

Panel 4B - Operation of Major Separation Activities for Overseas Returnees

Moderator: Mr. Frank M. McKernan, OSD

Panelists:
LTC G. T. Hauser, USMC, El Toro, Calif.
Capt Dennis P. Johnson, USAF, Randolph AFB, Tex.
1st Lt T. McCourt, USMC, Hqs. USMC
LTC R. B. Peterson, USA, Oakland, Calif.
MSGT Dwight L. Quates, USAF, Randolph AFB, Tex.
CDR J. H. Reynolds, USN, Bur of Naval Pers.
Mrs. J. S. Seewald, USN, Bur of Naval Pers.
Maj Wm. L. Sparks, USAF, Randolph AFB, Tex.
Maj Albert J. Thurmond, USA, Ft. Dix, N.J.

Panel 5B - National Assistance for the Veteran

Moderator: Mr. Frank M. McKernan, OSD

Panelists:
Mr. James J. Cox, VA
Mr. Merle Junker, CSC
Mr. Edward L. Omohundro, Dept. of Labor
Mr. J. L. Sullivan, Dept. of Commerce

The panels on Separation Activities for Overseas Returnees were developed as an additional area of concern of the conference. While the principal focus of the conference was on TRANSITION activities, the forecast separation of large numbers of personnel, with a resulting increased load on the West and East Coast processing centers, made it imperative to look at these activities separately. The early release programs preclude many men from obtaining TRANSITION counseling, training, education or job referral services. It was, therefore, essential that the conference look at what minimally could be accomplished at these centers and to shape up new thoughts about moving some of the TRANSITION programs overseas.

All four Services were asked to outline not only the orientation programs at these centers but to describe the entire system for discharge processing. This was done for two purposes: to provide some comparison of the systems used and to relate time available to the jobs to be accomplished.

The Army described the system used at Oakland Army Base, the Air Force at Travis Air Force Base, the Navy at Treasure Island, California, and the Marine Corps at El Toro, California. A general observation was that the

Army, Air Force, and Navy were concerned principally about time - the rapid movement of men through the out-processing for purpose of saving money and billets. The Marine Corps system provided from 3-5 days as a kind of decompression operation in which more time was provided for out-processing. The Air Force has just established at Travis Air Force Base a centralized counseling activity. The purpose of the activity was to permit Air Force personnel overseas who were scheduled within the next six months for separation to correspond with the Travis activity concerning the various types of assistance needed to make a new adjustment - training considerations, education, or job finding. The men are contacted at their overseas bases; told about the service; and invited to correspond. The Travis activity then seeks to advise each correspondent concerning his individual needs. In this manner the Air Force feels that it can accommodate the counseling requirements of overseas personnel. The system is now operational and will be under evaluation.

The Navy had recently cut out a day of processing for budget reasons. Much of the TRANSITION activity which had been a very strong point in the Treasure Island program was, therefore, curtailed.

The Oakland operation is admittedly brief in order to keep up with the personnel flow and the absence of billeting. Fort Lewis is a parallel Army operation with greater facilities and more flexibility than Oakland.

Generally, these are the points which need to be examined for the future:

1. The bottleneck in separation activities normally is in the pay administration. Care must be taken to keep this activity properly manned in order to move personnel out promptly and to prevent records backlog.

2. Records preparation and distribution is a second problem area. This process involves distribution of certain records to other government agencies, such as the Veterans Administration and the Department of Labor. Without the prompt receipt of pertinent records after discharge, these activities cannot start benefit actions or employment services. Any build up in volume of personnel at the separation points will require corresponding clerical help to prevent serious backlogs. This situation also applies to hospital facilities discharging disabled personnel.

3. Orientation programs vary greatly from service to service at the point of separation. These orientation programs consist largely in providing information by Service personnel, the VA, or the state employment representatives concerning the rights and benefits accruing to servicemen and some job information. These are normally short, quick presentations accomplished

under tight schedules with limited audience attention. Experimentation is needed to develop the most innovative and effective means to accomplish this in the time available - closed circuit TV, etc.

Panel time did not permit a detailed analysis of all phases of the administrative procedures incident to the out-processing. It was announced in the panel that DOD was sending a representative to the West Coast processing centers the week following the conference for observations and discussions with personnel in the center. The report of these visits can be made. available to the Services.

The trend described in the discussions indicated that the time constraints at the West and East Coast processing activities would probably preclude any real increase in the quality of the orientation programs. Thus, the panel discussion did observe that something more was needed overseas. Representatives of the VA indicated that they were in a position to increase their contact program in Vietnam and extend it to other areas overseas. The Department of Labor indicated that it would provide on call from 20-30 employment service representatives for overseas assistance. It was noted that OSD had sent to the Services on 8 October 1969 a memorandum requesting plans for increasing the contacting of servicemen in overseas theaters. prior to their scheduled return to the states for separation. It was felt that this problem needed to be addressed promptly if the early release programs continue and the personnel strengths in the overseas areas are materially reduced during the remainder of FY 70 and beyond.

PANEL 6: MDTA TRAINING PROGRAM

Moderator: Colonel L. L. Page, USMC, OSD

Panelists:
Mr. Joseph Julianelle, Department of Labor
Mr. James Blackburn, Department of Labor
Mr. James McGoye, Dept. of Health, Education & Welfare
Mr. Robert Loughran, Dept. of Health, Education & Welfare
Major James R. Joy, USMC, OSD

The moderator outlined the role of MDTA training in TRANSITION and traced the history of the program over the last three years.

In FY-68, 1880 individuals were trained at a cost of $1 million. In FY 69, 2660 individuals were trained for $1 million. FY-70 plans call for some 12-15,000 individuals to be trained at a cost of some $4.5 million.

The representatives of the Department of Labor discussed the Memorandum of Understanding between the Departments of Labor, HEW, and Defense that guides TRANSITION MDTA training. Basically the Memorandum of Understanding provides that projects will be approved for those installations where:

a. Training sponsored by industry or the military is not sufficient to meet the demands; or

b. Industry-sponsored training is limited because of the base's isolation, or

c. MDTA type training is the most responsive to the characteristics and requirements of the returning serviceman.

Mr. Julianelle also explained the reasons behind the adoption of the Prospectus for proposing MDTA training concepts. The use of the Prospectus was initiated in FY-70 because of the tremendous waste of man-hours that had occurred in FY's 68 and 69. In those years, numerous MDTA projects were developed on the State level, but because of limited money very few could be funded. The Prospectus system precludes development of projects that have no chance of being funded.

The HEW representatives traced the route of a TRANSITION MDTA Prospectus and Proposal. Briefly stated, this route is as follows:

Prospectus - Prepared by TRANSITION Project Officer; local ES representative; and local representative of the State Vocational Education office.

Submitted to - Department of Defense, Labor and HEW; copies to State and Regional ES and Voc Ed offices; copies to military intermediate headquarters.

Prospectus Review - By Inter-Agency Review Board made up of representatives of Departments of Labor, HEW, and Defense.

Prospectus Approval - Notification through Labor, HEW, and Defense channels to local representatives.

Proposal Development - Once Prospectus on training concept is approved, actual course proposal is developed by State ES and Voc Ed officials.

Proposal Submission - Via State and regional offices to Department of Labor and HEW

Proposal Review - By Inter-Agency Review Board

Proposed Approval - Funding notification through Labor, HEW, and Defense channels to local representatives.

The Department of Defense representative discussed some of the problems that have been encountered in administering the FY-70 MDTA program. Problem areas and recommended solutions centered around the following seven points:

1. DEVELOPMENT OF PROSPECTUS

   Ensure that the local representative of the State Vocational Education system is involved. A local trade school or public school official is not the proper authority to sign the prospectus. The State Vocational Education Director is the educational official responsible for MDTA in each state, along with the State Director of Employment Security.

2. FORWARDING OF PROSPECTUS

   Ensure that the local Employment Security and Vocational Education representatives forward copies of the completed prospectus to their respective state and regional offices. There have been several cases where the prospectus has been forwarded to the national offices only. This creates time dealys when the prospectus is approved and the state and regional offices claim no knowledge of the prospectus.

3. SELECTION OF A TRAINING FACILITY

The selection of a training facility is the responsibility of the state Vocational Education representative. Requests from private trainers to conduct TRANSITION MDTA training should be referred to the State Vocational Education representative. The TRANSITION Project Officer may make recommendations to the local Vocational Education representative but has no authority to enter into any type agreement with a prospective training activity.

4. DEVELOPMENT OF THE PROPOSAL FOLLOWING THE APPROVAL OF THE PROSPECTUS

Once the prospectus is approved a TRANSITION MDTA course is developed on the local level in the same manner as any other MDTA course. The final proposal must contain the MT-1, MT-2, course outline, budget, and other items that make up a complete proposal package. There have been some instances where only the MT-1 and MT-2 have been submitted following the approval of the prospectus. Prospectus approval merely indicates approval of the training concept and in no way abrogates the requirement for a course proposal.

5. PROPOSAL APPROVAL AND PROJECT FUNDING

Once a proposal is approved written funding notification goes to the state Vocational Education and Employment Security representatives. No one is authorized to commence an MDTA course until this notification is in the hands of the responsible local official. TRANSITION Project Officers should verify with local officials to ensure that written funding notification has been received. Private schools are often anxious to commence MDTA courses and are prone to start on very preliminary information concerning funding approval.

6. COMMENCEMENT DATE OF PROJECTS

There have been many cases of not meeting the tentative dates proposed for commencement of training. Tentative dates are exactly that, TENTATIVE. Therefore, until final funding approval is received, TRANSITION trainees should not be led to assume courses will commence on a specific date. Past experience indicates that in about 90% of the cases, proposed starting dates have not been achieved.

There is no requirement to immediately commence training once the project has been funded.

Generally projects should commence within 60 days following funding approval.

7. UTILIZATION OF COURSES

There has been a substantial increase in the amount of money authorized for TRANSITION MDTA training for FY 70. The Department of Labor and HEW will be closely scrutinizing the use of these funds. Ensure that authorized training slots are used. If a project is funded for 150 trainees, it is imperative that as near to 150 trainees as possible are trained.

Keep close tabs on the type individual trained. For example, we may be called upon to report on:

- The educational level of the trainees
- Whether Category 3 or 4
- Did they get a job related to their training

It would be advisable that a separate folder containing the above information be maintained on each section of MDTA training.

PANEL 7: TRANSITION PLACEMENT ASSISTANCE

Moderators: Captain R. L. Maurer, USN, OSD
Colonel L. L. Page, USMC, OSD

Panelists: Lt G. H. Brown, USN, Bureau of Naval Personnel
Mr. E. L. Busch, TRW, Incorporated
Mr. Joseph Cannon, National Urban League
Mr. John Garvey, Nat'l League of Cities/Council of Mayors
TSGT James J. Griffis , USAF Academy, Colo.
Capt L. J. Liehs, USMC, Cherry Point, N.C.
Mr. R. L. Melnotte, Xerox Corp.
Mr. Hugh Murphy, Department of Labor
Mr. Louis Petrocelli, Commerce & Industry Assn. of N.Y.
Mr. Robert P. Rambicur, Fort Belvoir, Va.
Mr. Merlin Taylor, AFL-CIO

The panel covered the many varied aspects involved in providing effective job placement assistance to the separating serviceman. This report highlights some of the more significant points brought out in the discussion. TRANSITION Program Letter 3, "Placement Procedures", provides guidelines for the development of a placement program, many of which were discussed by the panel.

TRANSITION Staffs - The presentations by project directors pointed out the need for each site to develop a viable placement program that best fits its own unique situation, using all available resources. Through good community relations and the establishment of a close working relationship with local business and government, most sites have developed more than adequate job placement opportunities in the local area. Job placement assistance outside the local area presents a more difficult challenge. TRANSITION staffs can be overwhelmed by the volume of job information, both general and specific, unless a manageable and simple classification, filing and retrieval system is developed.

Successful techniques used for out-of-area placement assistance include:

- Liaison with other TRANSITION sites
- Establishment of area or regional TRANSITION council to improve exchange of information among sites.
- Job Fairs or Career Days for visits by representatives of one or more major industry or government agency.

- Maximum use of U.S. Employment Service Assistance.
- Insure that TRANSITION training programs include built-in placement assistance.

Industry

The representative from Xerox noted that his company can be considerably more sure of the maturity of the decisions of potential employees who have been processed through a TRANSITION office. He stressed the importance of good counseling to help the serviceman arrive at a sound decision which best suits his abilities and interests.

The representative from TRW Inc., Systems Group, outlined his company's TRANSITION program efforts in both training and placing returning servicemen. They actively seek the unskilled, especially Project 100,000 men. He pointed out the need to consider the "total man", not just the job. Other factors such as housing and transportation can be equally important. He, too, praised the TRANSITION counselors.

Operation HIRE - A representative of the Commerce and Industry Association of New York outlined their program to help link industry with separating servicemen returning to the Metropolitan New York area.

Hugh Murphy, Administrator for the Bureau of Apprenticeship Training, Department of Labor

Mr. Murphy's thoughts centered around the following observations. Currently there are 250,000 registered apprentices and the program is growing each year. The answer to the future of many young men and women in the service is not a college education, but preparation for a career in the crafts. He noted that unions are becoming more socially conscious and with few exceptions are no longer the closed operations of the past where it was necessary to be a relative or have a friend to gain entrance. Also unions are paying more attention to training acquired in the Service when considering the total training effort in apprenticeships.

Joseph Cannon, Director of Veterans Affairs, National Urban League

Mr. Cannon stated that the Veterans Affairs Branch of National Urban League is a "big brother" to the serviceman who is a member of a minority group upon his release from active duty. The aim is to make the transition from the service to the civilian community for the member of this group a smoother operation by providing counseling, legal information, health and welfare assistance, job information, help in finding housing and assistance in locating training and education opportunities.

John Garvey, Executive Secretary, National League of Cities Council of Mayors

Mr. Garvey asserted that the cities are in dire need of help in solving manpower shortages. Most servicemen are not aware of the large number and variety of job opportunities that are available at the city level throughout the land. The public spirited dischargee should be alerted to this fact.

PANEL 8: EDUCATION PROGRAMS FOR TRANSITION

Moderator: Dr. Nathan Brodsky, OSD

Panelists:
Mr. Stuart Feldman, Dept. of Health, Education & Welfare
Colonel A. C. Jensen, OSD
Dr. William Shannon, American Assn. of Junior Colleges
Mr. James Smith, Staten Island Community College
Mr. Dale Squires, Fort Bliss, Texas
Mr. A. H. Thornton, Veterans Administration
Mr. L. A. Townsend, Veterans Administration

In his introductory remarks, the Moderator pointed out that except for HEW, Defense was the largest activity in the field of education in the world, and as such, provided extensive educational resources. He emphasized the importance of those working within the Department of Defense, knowing about these resources, and tapping them to the fullest. He spoke about the educational programs, services and resources which the Military Departments are providing, and predicted that these resources and services will continue to be used extensively.

DOD Resources: Colonel A. C. Jensen

The DOD panelist urged that the serviceman be encouraged to take advantage of the many educational opportunities available to him upon entry into the Service. He spoke of the requirement for counseling the serviceman within 30 days of entry into the service, and within 30 days of transfer to a new base. He then described the steps the United States Armed Forces Institute (known to many as USAFI) had taken to establish special educational programs that would be of assistance in the TRANSITION Program. In this connection, USAFI's 3-level Core-GED program, extending from literacy training through qualification for high school equivalency was outlined. It was pointed out that personnel in the TRANSITION Program could qualify for eighth grade and high school equivalency certificates through participation in the Core-GED program. Vocational, high school and college level courses which are available to personnel in the TRANSITION Program through USAFI were also described. The DOD representative then advised that USAFI vocational or technical correspondence courses, while lacking the hands on opportunity of a residence program, could be profitably used for occupational exploration, introductory training, or refresher training.

TRANSITION personnel who are not education officers were urged to establish a close working relationship with their education officers, become familiar with the instructional materials and services which are available through him and through USAFI, and use this valuable assistance which is available to aid in meeting the educational needs of personnel involved in the TRANSITION Program.

Report from Fort Bliss: Mr. Dale Squires

Mr. Squires reported that TRANSITION personnel at Fort Bliss were involved in several high school classes being held on-post, and that a variety of vocational and college courses had been made available through schools in the local area. Mr. Squires advised that costs are sometimes high for local vocational programs, and that the short training time for which the man is available, makes it difficult to involve the TRANSITION serviceman in a number of programs which are locally available. Mr. Squires summarized by saying that on-post programs, many of them using materials made available by USAFI, were proving to be quite satisfactory in meeting the needs of TRANSITION personnel at Fort Bliss.

The Role for the American Junior College: Dr. William Shannon

Dr. Shannon advised that the American Association of Junior Colleges was developing a plan to assist community colleges in meeting the needs of the veteran returning to civilian life, as well as the serviceman who elects to continue his career in the military service. He spoke of the desire to develop a partnership with DOD Education and TRANSITION personnel in attempting to meet the educational needs of returning personnel. Dr. Shannon concluded his remarks by describing the opportunities that the community colleges have to offer the serviceman in terms of liberal admission policies, a wide range of liberal arts and vocational courses, short term and remedial programs, extensive counseling and guidance services, and low costs.

Staten Island Community College and Fort Dix - "Identity 69": James Smith

Mr. Smith described "Identity 69" as an on-base, on-campus program, a cooperative endeavor between the Fort Dix TRANSITION office and Staten Island Community College to make college education a viable alternative for selected enlisted men in the Fort Dix TRANSITION Program who might not otherwise have considered that alternative. Mr. Montovani, TRANSITION officer at Fort Dix, made facilities and office personnel available, and Staten Island Community College, through funding from the State and City Governments of New York and civilian agencies, provided funds and faculty.

Mr. Smith described the first candidates for "Identity 69" as personnel who, with reinforcement and motivation, could become college students and later college graduates. He reported that of the 23 servicemen that entered the ~~original cycle of training, 18~~ are now full time students at Staten Island Community College, and five have accepted employment. Mr. Smith concluded his remarks with a plea that "Identity 69" should become a blueprint for many more similar programs throughout the nation, and an offer for Staten Island Community College to provide assistance where needed.

Educational Assistance after Separation: Mr. Stuart Feldman

Mr. Feldman described his work on the President's Committee on the Vietnam Veteran in connection with the development of a plan to make as many programs and hiring practices as responsive to the needs of the veteran as possible. He then advised that on-going programs that can help the serviceman included:

a. Educational Opportunity Grant Program.

b. Grants through the Social Security Program which provides funds for sons of deceased, retired, or disabled veterans.

c. The G.I. Bill

d. National Defense Scholarship Program.

e. Guaranteed Loans.

f. Work-study Programs.

g. Talent Search Network

Mr. Feldman reported that he was working with the TRANSITION Program Director in the development of a handbook describing these and other financial assistance programs available to servicemen. Mr. Feldman expressed the hope that two new programs would be funded this year which would:

a. Provide special services to the educationally disadvantaged.

b. Make a cooperative Education Program available which would enable the veteran to study for three months, work for three months, and return to study - repeating the cycle until he completed his educational goal.

Accreditation of Service Experiences: Dr. Nathan Brodsky

Mr. Cornelius P. Turner, Director of the Commission on Accreditation of Service Experience (CASE) was scheduled to report on a Survey of College Policies on Granting Credit for Service Educational Experiences and the Use of the GED Tests for College Admission. Because of illness, Mr. Turner was unable to attend. In his closing remarks, Dr. Brodsky presented the data on the Survey as follows:

During April-May of this year, the CASE sent questionnaires to 2221 colleges and universities asking three questions:

1. "Does the policy of your institution permit granting credit for formal service school courses listed in the 1968 edition of A Guide to the Evaluation of Educational Experiences in the Armed Services?"

2. "Does the policy of your institution permit granting credit for successful completion of USAFI courses?"

3. "Does the policy of your institution permit the admission of non-high school graduate adults who use GED test scores as evidence of their ability to undertake college work?"

One thousand four hundred twenty-one of the institutions queried were senior colleges and 800 were junior or community colleges. A total of 1974 colleges and universities returned the completed questionnaire. Of this number reporting their policies, 1263 were senior colleges and 711 were junior or community colleges.

In answer to Question 1, 1100 institutions answered "yes" that their policies did provide for the granting of college for successful completion of USAFI courses. Of this number 855 were senior colleges and 436 were junior or community colleges. There were 320 colleges answering "no" to Question 2 - 199 were senior colleges and 121 were junior or community colleges. Three hundred and sixty-three institutions answered "no policy established as yet" - 209 were senior colleges and 154 were junior or community colleges.

For Question 3, 1646 institutions answered "yes" that GED test scores were used in determining admission of non-high school graduate adults. Of this total, 993 were senior colleges and 653 were junior or community colleges. A total of 170 answered "no" to Question 3 and of this number 141 were senior colleges and 29 were junior or community colleges. One hundred and fifty-eight institutions stated that they "had not established any policy as yet" and of this number, 129 were senior colleges and 29 were junior colleges.

Veterans Assistance: Mr. A. H. Thornton and Mr. L. A. Townsend

Veterans Administration representatives were available to answer any questions concerning veterans benefits and the G.I. Bill. During the question period they were asked if servicemen could participate in programs of private trade and technical schools under the G.I. Bill. VA representatives responded that a number of private trade and technical schools had been approved for participation by veterans under the G.I. Bill.

PANEL 9: PUBLIC SERVICE PROGRAM

Moderator: Major Robert C. Barnum, USA, OSD

Panelists: Dr. Andrew Adams, VISTA, Office of Economic Opportunity
Mr. James A. F. Kelly, International Assn. of Chiefs of Police
Mr. Allen Lesser, Career Opportunities Program, HEW
Mr. Carl T. Sieg, Post Office Department

Purpose: The purpose of this panel was to discuss representative TRANSITION Programs ongoing in the public service field and discuss future initiatives in this important area. The panel was structured to provide conference participants a status report on programs familiar to many installations and point up emerging efforts which will provide mutual benefits for the departing serviceman and the nation as a whole.

Post Office Department

Mr. Sieg outlined United States Post Office participation in the TRANSITION effort since the program's inception. Through this cooperative venture more than 27,000 departing servicemen have been introduced to the opportunities of a postal career. Mr. Sieg reported that the Post Office Department was highly pleased that this initiative has resulted in 5,498 servicemen being employed by the Post Office as of the last reporting period. The Postal orientation course is currently being offered at 86 TRANSITION sites with an additional 33 military installations publicizing and furnishing enrollees for these courses. The Post Office has 82 local or regional Post Office facilities engaged in this effort. Since the program's initiation the Post Office has made numerous adjustments to the program to make the TRANSITION training opportunity a unique one. Exemplary of these is the fact that they have restructured and streamlined the training course so that it has been possible to reduce the training curriculum from 40 to 20 hours. This has greatly increased the number of participants who can be accommodated. To insure maximum placement opportunities the Post Office has sought the cooperation of the Civil Service Commission in restructuring qualifying requirements. As a result of this initiative the TRANSITION participant is not required to meet a particular locality's cut-off score but is considered qualified based on the lowest possible nationwide average. In addition, rules have been changed to allow the individual's entry on any or all post office registers instead of a single one. To further assist the TRANSITION participant a letter is sent to the local Postmaster informing him of the individual's participation in the TRANSITION Postal Course and requesting his assistance and cooperation in the placement of the returning veteran.

In addition to TRANSITION participation the Post Office has played an active role in the Vietnam Era Veterans Referral Program (VEVERP). Through VEVERP the Post Office has placed more than 1, 500 individuals in postal jobs. This represents over one-third of all appointments made through the VEVERP effort.

Mr. Sieg concluded his remarks with a series of challenges to the conference participants. He pointed out that as a Department of Defense program, more initiative should be taken by local TRANSITION Program managers to get the word out on the assistance being offered and that greater efforts be undertaken at all levels to overcome local inequities which reportedly require some individuals to take leave in order to participate. To insure maximum results he requested that counselors point out that most employment opportunities are in metropolitan areas.

In closing Mr. Sieg stated that the Post Office was fully with the TRANSITION concept and would continue to provide maximum support. He hypothesized that if the 14 or 15 other major agencies of the Federal government would match this support by 50 percent there would be no problems in meeting this national challenge.

Law Enforcement Training

Mr. Kelly of the International Association of Chiefs of Police (IACP) outlined the cooperative effort being undertaken by his organization in conjunction with the Departments of Labor, Health, Education, and Welfare, and Defense.

The IACP project known as "Operation: Police Manpower" was designed to build upon previous TRANSITION efforts in the law enforcement area to develop maximum support and cooperation at national, state, and local levels. The project funded under a National MDTA contract was responsible for expansion of TRANSITION law enforcement training to five additional installations, improvement of selection and placement guidelines, and development of greater acceptability of the TRANSITION graduates throughout the United States.

Mr. Kelly stressed the importance of carefully screening and counseling the prospective applicant to insure his understanding of various selection processes and standards. He outlined the contribution being made through an approach which combines both education and skill training, which is geared within allowable time constraints, to best prepare an individual for a start in the law enforcement profession.

While acknowledging the motivational aspects of this pre-release training for greater numbers to enter the law enforcement field in municipalities of all sizes, Mr. Kelly stressed that maximum impact should be directed toward assistance to small or medium size municipalities where personnel shortages are critical and training and funding resources are limited. Those with a definite desire to enter a large metropolitan force would be better served through assistance in obtaining an early release.

A major effort has been made under the IACP contract to develop a system of reciprocity and inter-state certification for TRANSITION participants. Through the cooperation of numerous State Commissions on Police Training Standards, the IACP is attempting to reach agreement on an acceptable core curriculum and reciprocity system. This will insure that the TRANSITION participant gains maximum placement potential from this training course.

Mr. Kelly outlined that the thrust of the IACP program was to assist in the development of a viable training model. As these programs become operational and productive, supervision would be transferred to the respective state authorities to be worked out in close cooperation with the particular training facility and military installation.

Under a Phase II MDTA contract the IACP will attempt to finalize national agreement on the training model and greatly expand the placement network. In addition to further expansion of the training effort the IACP is developing a capability to provide a flexible support program to interested TRANSITION sites. Under this concept the IACP would provide:

1. A Do-It-Yourself Kit (Development guidelines, a qualifications appraisal kit and placement information)

2. Placement Information: For dissemination to all TRANSITION counselors to assist them in providing information to the greatest number of departing servicemen.

3. Consultation Services: This would include on-site assistance in the development and initiation of a law enforcement course.

4. Program Development and Management: Sub-contract arrangements with a local institution funded and managed under the IACP national contract.

Volunteers in Service to America (VISTA)

Dr. Adams outlined the VISTA program and some of the potential contributions that a viable cooperative program between TRANSITION and VISTA could achieve.

Pointing out that the veteran is too frequently disenchanted with a lack of positive progress on his return to the rural or urban environment he has fought to defend, Dr. Adams sees positive benefits in putting the serviceman's talents and energies to work in solving the "domestic war." The VISTA effort is presently drawing on the talents of some 5,000 volunteers ranging in age from 18 to 85. Dr. Adams related that VISTA can place the returning veteran in a challenging role where he can contribute in this campaign and at the same time receive educational and career development assistance.

To make such a program a reality the necessity of creative programming was stressed. Dr. Adams stated that VISTA would welcome the opportunity to outline the VISTA program to departing servicemen and cooperate in recruiting efforts. Through tailored initiatives he foresees the development of certain veterans' priorities, the development of cooperative training programs, and specifically tailored projects designed for the veteran participant. Such programs could clearly identify the positive contributions made by the veteran participant to the VISTA effort.

The veteran would be afforded career development opportunities and educational credits during his one or two years of voluntary service in the VISTA program. Educational programs in the fields of Education, Business Administration, Public Administration, and Law would be provided to those who want to continue their education.

Dr. Adams summarized the need for greater cooperation in gaining more veteran participation in this important task and encouraged TRANSITION Program Managers to assist in the recruitment of potential applicants and the initiation of innovative efforts.

Descriptive brochures and application materials can be obtained by writing to Dr. Andrew Adams, VISTA, Office of Economic Opportunity, Washington, D.C., 20506

Career Opportunities Program

Mr. Lesser of the Office of Education, HEW described the Career Opportunities Program (COP) concept and its specific relationship to the departing serviceman. As outlined, COP is designed to attract and assist the service veteran and others to seek careers in the field of education. The program will operate through selected local school districts throughout the United

States. Its intended purpose is to develop and direct teacher and teacher's assistant talent to low income school facilities. Under the program any school district receiving funds will be required to make it possible for a person to start as a teacher aide and then, with proper preparation and educational opportunities gain qualifications necessary to become an education assistant, an assistant teacher and eventually a certified teacher. Forty percent of the funds appropriated for this program have been specifically set aside for the veteran. Mr. Lesser pointed out that HEW believes it is especially important to have the male image in the elementary school structure and that the "work and learn" aspects of COP will make this possible.

As outlined by the panelist the program has set an ambitious goal of attracting and training about 50,000 people during the next two years. The program will be operational by the summer of 1970 with upwards of 120 school districts throughout the Nation participating.

As Mr. Lesser emphasized, the success of the Career Opportunities Program will require genuine collaboration among colleges and universities, local school systems and the communities. Special consideration on admission requirements will be asked in order to make it possible for veterans and others to get started on their way up the career ladder.

In recruiting veterans, local school districts will be looking for men from low-income backgrounds with no more than a high school education or its equivalent. These individuals will be provided a stipend in addition to authorized G.I. benefits.

Participating school districts have been informed of TRANSITION interest and support for the program and will be establishing contact with individual bases as they begin their recruitment effort in January of 1970. Guidelines for TRANSITION sites are being developed and a Program Letter will be published in the near future.

The panel concluded with some brief remarks on public service opportunities in the related criminal justice fields of corrections, probation and parole and those associated with civilian health occupations. While time did not permit discussion in depth of these topics, conferees were informed of the potential contributions that could be made in these fields and were enjoined to make a maximum effort to support developing initiatives in these areas.

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OPENING REMARKS BY VICE ADMIRAL W. P. MACK, DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR MANPOWER AND RESERVE AFFAIRS ON 30 OCTOBER 1969

Good Morning Ladies and Gentlemen:

I have some more or less formal remarks I would like to bring to your attention this morning, but before I do so, I would like to talk just a moment about something I think a little bit more important, and I think probably a little bit more of direct interest to you.

My Boss is Mr. Roger Kelley, who is the Assistant Secretary of Defense for Manpower and Reserve Affairs, and he and I have a standing date once a week, or oftener if necessary, to meet with Mr. Laird and Mr. Packard to discuss the Manpower and Reserve Affairs problems and to get from Mr. Packard and Mr. Laird their suggested solutions, advice, counsel, and so forth.

Now the range of subjects which we discuss is about like you see in the newspaper's front pages these days. The simple elemental things you would expect such as personnel policies, promotions, modernized pay, retention, recruiting -- all these things, of course, we discuss, but they are not generally in the headlines. But then we go on to base closures which were in the headlines yesterday, and what we do with some 27,000 civilian personnel who are leaving the Defense Department. This takes many, many hours of discussion and arrangements. We could go on to what happens in clubs which you see in the headlines -- this is our business -- to discussing and putting out Human Goals, to other items which you probably read or saw in the news broadcast last night.

Mr. Kelley was before the Kennedy subcommittee yesterday morning when he would have much preferred to be here talking with you. But, this is one of the things we have to cope with. On the commissaries, pay reforms, running the eighth largest school system in the world in the Defense Department; this is typical of Manpower and Reserve Affairs problems. Now what I am trying to say really is that in spite of this long list of very important things we deal with, I would estimate that either Mr. Packard or Mr. Laird, at least every other session we have had, has brought up the subject of TRANSITION. It is very close to their hearts, and frankly, if it weren't otherwise already that way, it would then also be very close to our hearts. Mr. Packard is personally intensely interested in TRANSITION, and he has done a great deal in the area of getting industry really interested and informed, and showing them what industry can do to help our country, let alone our Armed Forces, in helping us with TRANSITION problems. Mr. Laird is no less interested, he just turns this sort of thing over to Mr. Packard when he can, and keeps an eye on it, and lets us know of his concern on every occasion. Frank McKernan, the able Director of this Program, is talked about more than he knows, as is Paul Wollstadt, at least once a week. We are asked, do they need any more help? How are they doing? And we always tell them.

Last Monday, it was my privilege to conduct this meeting in Mr. Kelley's absence, and to brief Mr. Laird and Mr. Packard on the elements of your conference here today, and the rest of this week also, of course. They were both very much interested in what you are doing, and wanted a little run-down on how the conference was going, and I did so from your brochure and from information furnished to me by Mr. McKernan. They sent their very closest personal regards to you and want you to know that they are personally interested in how you succeed both in this conference and in the work which you will do when you leave. I can't tell you any more, I guess, about how much they feel about what you are doing, how much they want you to succeed, except this one thing. Money speaks very loudly in the Pentagon, and we are now in the process of taking a large-scale cut in money and people. Mr. Packard sent a letter to the Service Secretaries saying that no matter what they cut, don't cut human programs, including TRANSITION; don't make people work harder, don't let them go out of the Services unsatisfied and not looked after, cut other things, but don't cut TRANSITION, and don't cut the sorts of things that help people. That I think is a wonderful policy, and I want you to know that's behind what you do and if that doesn't show you the interest of the top level management in this Department, I can't think of anything else that would, and I feel very strongly about it. I would even if I were not encouraged to feel that way by Mr. Packard and Mr. Laird, but I think you will find the entire organization now is getting the same feeling. You can see, of course, that the Services who have to contend with cuts, with doing a tremendous job with few people, might, I won't say resist, might not look with great favor toward doing something with this money for people who can no longer contribute to the defense mission which is, of course, essentially what they will be doing by training people to go out. But, by knowing that the Defense Department really feels strongly about this, they have examined their priorities, their consciences, and, I think, are now seeing that we in the Military Services must contribute to our social order and, I think, you will find that the Services now, in spite of the man-sized problems they face in cutting manpower and money, are going to do the best they can to help TRANSITION do its job. Now I do have some, as I said, more formal remarks to make about the nuts and bolts of what we are all doing, and I would like to take a few minutes to address these.

More than any segment of our society, in spite of the remarks I have just made, we in the military service have a long history of concern with the welfare of the people who serve and work with us. We provided medical assistance for all service people before nationwide medical and hospital plans were available. We provided retirement benefits before the nation adopted social security. Our concern for the welfare of the man in uniform has been a matter of basic policy for many years.

TRANSITION represents a step forward in expanding our assistance to the men and women who serve. I would like to reemphasize that our activities in TRANSITION are of value to the Military Services as well as to the nation at large.

We in Defense are not the only agency faced with new problems or coping with the broader issues of today's world. The very size of our nation, the increase in population, the growth of the cities -- all have created situations which require the attention and call on the resources of both public and private agencies to a greater extent than ever before. All are expanding into new territories and into a variety of interrelationships with each other.

I would like to say a few words, specifically about our relationships with private industry. We are receiving excellent cooperation from the private sector. Many men have received training and obtained jobs through the efforts of the many companies involved in TRANSITION.

We have built our cooperating activities with private industry, and with government agencies as well, in furtherance of two objectives. We want to be able to draw on as many resources as possible. We want to put these resources to work as effectively as possible in helping the men who are leaving military service. In a large measure, I believe we have been successful in building toward these goals.

We think that the programs we have worked out with private industry are valuable -- not only to the servicemen, but also to the industries concerned. The matching of a competent employee with a satisfactory job is not always an easy task. In a large measure, we are meeting this goal in our industry-sponsored program.

For the men who enter the industry-sponsored training programs, there is assurance that the training they receive is realistic in the terms of the needs of the employer. The employer knows that the training he is giving is the kind of training the job requires. Moreover, the training period provides an excellent opportunity for the employer to evaluate the prospective employee and the employee to evaluate his own liking for the potential job. Few situations provide as good an opportunity for matching employee and job.

Our association with industry in this pre-separation training effort has been unique. The TRANSITION Program has broken new ground. Not only is American industry and labor providing a training opportunity, it is also helping our military personnel to obtain jobs utilizing the skills which they have learned while in service.

I want to say a special word for our retirees in this regard. Our REFERRAL Program which will be discussed later in your program is an attempt to tie industry for the first time into this vast array of talent represented by our career force. I am hopeful that we can gain wide acceptability among the representatives of industry in registering their requirements with our data bank.

As you know, we have also enlisted the support of government agencies in TRANSITION. Some of the government agencies which are working with us, notably the Post Office Department, are in the program in much the same manner as industry. They provide training for men they hope to employ. Everything I have said about our industry-sponsored training applies to the government employer as well.

Other government agencies are cooperating with TRANSITION in a different role. These agencies are working with us in furtherance of their official missions as they relate to the welfare of the separating servicemen. Among such agencies are the Departments of Labor; Health, Education, and Welfare; the Veterans Administration; and the Civil Service Commission. We believe, and I think we are justified in this belief, that the TRANSITION Program presents to such government agencies, as well as to industry, an opportunity to help the Department of Defense and at the same time support their own programs under favorable conditions which are difficult to duplicate elsewhere.

Let me, for example, indicate how our cooperative efforts are helpful to the Veterans Administration. We have for many years worked with VA in providing information about the GI Bill of Rights and many other VA programs for the separating servicemen. VA representatives speak before groups of servicemen prior to their separating even in Vietnam. Descriptive brochures about veterans' rights are handed out to the men about to leave service and films are shown concerning veterans' benefits. VA, thus, is able to reach the veteran at less expense and with less difficulty than is possible after the men leave service and scatter all over the country.

The information about VA services which is currently being given is, of course, very helpful to the men. We in the Department of Defense believe -- and I think that the Veterans Administration people agree with us -- that more can be done.

Under the pressure for getting the men, who are returning from overseas areas, back home rapidly we have to do a quickie job. It is hard to get the individual to stop and think about his future. We would like to get a better hearing for the VA programs by reaching the men several weeks before their final separation. We have already begun to do this in Vietnam. If the VA services could be further extended and individualized, we are sure greater understanding and utilization of VA benefits would result.

Our staff people are working closely with the Veterans Administration to improve the effectiveness of our techniques of presenting the VA programs. We are getting a full measure of cooperation and are sure that over the next year we will be able to put the VA message across in a much more effective manner than we have been able to do thus far .

Our relationships with the Veterans Administration are to a great extent paralleled by our relationship with the U.S. Training and Employment Service. We are getting help, yet there is more to be done.

At many installations in the continental United States, representatives of the State Employment Services are briefing men on the help they can get when they return home. Such briefings are not yet available at all installations, particularly those in the overseas areas. We are discussing expansion of employment service facilities with the Department of Labor people. They are most cooperative. We hope in the near future we can provide more employment assistance to you at the local levels.

Our relations with the employment people have not been limited to contacts at the local level. Many of our TRANSITION people have developed working relationships with the employment services in several states. We would like to expand these contacts and develop procedures which will provide greater help to the men going home.

The Labor Department has been of great assistance to the TRANSITION Program in another regard. We are getting a great deal of training course help from private industry. We are putting many on-the-job learning spots both in private industry and on military installations. There are, however, instances where additional resources are necessary.

At some military installations which are far from any major urban centers, it is difficult to arrange for training by industry. There is a general need for training in skills which are used primarily by small businesses. In neither of these cases is privately-sponsored training practicable. The Labor Department has set aside for Defense use monies available under Manpower Development and Training Act. MDTA money is being used to set up training courses in public and private schools to help train military personnel where other resources are not adequate. We are most appreciative not only of Labor Department support in this regard but also for the assistance of the Department of Health, Education, and Welfare in arranging for appropriate training facilities under the MDTA program.

We have a great deal of interest in -- and hope for -- the expansion of our programs with state and local governments. Our major effort in this area thus far has been in the development of the training and placement programs for men interested in police work. We have already trained about 1400 men in police skills. We have helped police recruitment by releasing about 2100 men to join police departments in several large cities. We are working steadily to enlarge these programs.

Local communities need skilled personnel in other critical areas, in teaching, in the health fields. We are working with local and national groups interested in these problems and hope to provide satisfactory jobs for the servicemen and at the same time help to alleviate some critical national shortages.

A key objective of our program is the improvement of the job potential of the men with limited aptitudes and limited experience. We have made some good beginnings in this area but we feel much more needs to be done.

We hope during the forthcoming year to work more closely with industry to encourage the development of training courses for our principal target groups. We expect to ask industry to try to develop additional placement opportunities to make greater utilization of this significant national resource. Some of these will be discussed during this conference.

We realize that in our mutual efforts for the men about to leave the service that we cannot do all we would like to do.

Our early release programs will not permit at this time an opportunity for many men who really need help to receive the services which you in industry and government have offered to us.

I hope that as these men return to their homes or to some new community that you will seek them out and offer to them the same hand of assistance which you provide to them in our own separation programs.

I hope in the full year ahead we can maintain the team effort which we have developed during the past year.

May I again extend to you of the Military Services, industry and labor, and the Government agencies a sincere wish for solid accomplishments as you begin today's discussions and deliberations?

SPEECH BY MR. PAUL WOLLSTADT, DEPUTY ASSISTANT SECRETARY OF DEFENSE FOR MANPOWER RESEARCH & UTILIZATION AT THE CONFERENCE OF THE SEPARATING SERVICEMAN HELD AT THE NATIONAL WAR COLLEGE, WASHINGTON, D.C., - 29 OCTOBER 1969

Ladies and Gentlemen:

Assistant Secretary Roger Kelley was to be on the program this morning. Secretary Kelley got a call the day before yesterday that Senator Kennedy wanted him to appear before his subcommittee to testify on draft reform. And, as those of you who are or have been in Washington know, a call to testify before a Congressional Committee is preempting and Mr. Kelley had no choice but to forego his participation in the conference this morning.

Mr. Kelley is a great believer in and supporter of the TRANSITION Program. One of the charges he has given to me is to work closely with Mr. McKernan and his colleagues in pushing TRANSITION ahead.

In this effort to push TRANSITION, I hope that I don't have the experience of trying to be helpful and have it turn out the other way.

You may have heard about the minister who was visiting his parishioners who were in the hospital and in making the rounds, he called on one member of his flock who was very seriously ill. This fellow was in the intensive care unit, in fact, he was in an oxygen tent. While he was talking with this man--who was in the oxygen tent--he noticed that his sick parishioner picked up a pad and pencil and wrote something on the pad. Then he went limp. An attempt was made to revive him, but to no avail. The man was dead.

The pastor stayed on for a while then he went to make two or three more calls in the hospital. In the midst of one of these calls, he remembered that the note written by the dying man had been handed to him by one of the nurses and in the excitement he had just stuffed it into his pocket. He pulled it out of his pocket and read it. It read: "Please take your foot off of my oxygen tube."

Frank, you keep plugging away at the TRANSITION Program and I will try to keep my foot off of your oxygen tube.

As I looked over your agenda I found that you have mapped out for yourselves many important topics for discussion.

I am happy that you are here at this place and at this time, since we do face in the months immediately ahead a huge problem of returning servicemen to civilian life.

Your agenda points up the need to look at those activities in our current TRANSITION Program which may require new or revised approaches.

Your agenda also covers the problem of handling the masses of men returning from overseas who are scheduled for immediate discharge. Even though we may not be able to provide full TRANSITION services to these men, we do wish to insure that they receive the best orientation and counseling that can be given within the restrictions of the time available for their processing. And we do not want to be put in the position of seeming to delay, even for an hour or two, the time until that individual becomes a civilian again.

The list of topics you are covering includes a good balance between the services which we in the Department of Defense are providing and those which other Government agencies and private industry are offering to the returning servicemen. I am, indeed, heartened by the cooperation and communication which has been established. The team effort has been impressive. I hope that it can be expanded to meet any new challenges during the coming year.

This conference will, indeed, afford an opportunity for all of you to communicate your experiences to one another. In the many meetings of all kinds I have attended over the years, I know that as much important information is exchanged in the corridors as in the conference room. I hope you try out your ideas on each other during these three days.

I know that the work you have been doing for the separating serviceman and the experience you have gained in the process should serve you well in helping to reach some of the objectives we have set for ourselves.

Recently, Secretary Laird, in a speech to the Convention of the Veterans of Foreign Wars, identified basic goals which he felt were of great importance to the process of providing the nation with a well-trained military force. The goals he set forth were:

"To attract to the defense service people with ability, dedication, and capacity for growth;

"To provide opportunity for everyone, military and civilian, to rise to as high a level of responsibility as his talents and diligence will take him;

"To make military and civilian service in the Department of Defense a model of equal opportunity for all regardless of race or creed or national origin, and to hold those who do business with the Department to full compliance with the policy of equal employment opportunity;

"To help each serviceman at the end of his career in his adjustment to civilian life;

"To contribute to the improvement of our society, including its disadvantaged members, by greater utilization of our human and physical resources while maintaining full effectiveness in the performance of our primary mission."

Of the five goals enunciated by Secretary Laird, which I have just read, it is significant that four are objectives which our separation programs do support.

TRANSITION's primary goal is to help each serviceman at the end of his service in his adjustment to civilian life.

We support that goal, also, on a broader basis. TRANSITION is part of our national effort to improve American life by better utilization of human resources. We are trying to help educate the less educated, to help train the less skilled so that they can live a more productive community life.

In our treatment of the individual, in our concern for every member of the Armed Forces as a human being -- while he is in the military service and when he is about to leave -- we stress the need for equal opportunity for all. We in the Department of Defense can be proud that we lead the nation in providing equality of opportunity without regard to race or creed or color.

I also think that it is quite proper and very important to underline the fact that while TRANSITION helps the separating serviceman, it also helps all of us who are concerned with improving the attractiveness of the Military Services.

Today, more than at any time since World War II, the Armed Forces need the support of the American people. We believe that through the TRANSITION Program and our forthcoming REFERRAL Program for retiring personnel, we are helping to show the American people that the Department of Defense is, indeed, concerned about the welfare of the individual.

We also believe that the TRANSITION Program is aiding the Armed Services to procure and retain capable people. The contribution which it can make to helping retain capable people has been one of the most interesting developments of the TRANSITION Program, and I think one of the more surprising developments to many of us who have been concerned with it.

We are continually being told by many of you working closely with the enlisted men how TRANSITION is helping reenlistment. The exploration by an individual of the career opportunities available to him, based on objective information, furnished in the atmosphere of competent, unbiased counseling, frequently leads to the choice of military service as a desirable career objective. You provide an atmosphere where a man can look realistically at his own resources and at his options during the very last few months of his military service.

We believe, however, that the greatest contribution that TRANSITION can make to the improvement in the public attitude toward the Armed Forces will come as the result of what is said to their brothers, cousins, nephews, and friends by those who have been in the Armed Forces and have been helped by TRANSITION or who have seen their friends in the Services helped by it.

Our young men are leaving the Services at a critical point in their lives. They are at an age at which they are becoming increasingly aware that they must plan for their futures. They are faced with the problems of marriage, of a career, or a satisfactory place in society. The maturing process they have undergone during the time they spent in military service is substantial. As they leave, they need some help in planning ahead and many realize this.

In addition to a favorable climate in terms of the psychological and physiological development of the young man, we in the Department of Defense have another major factor going for us. We are in a good position to communicate with the man about the need to think about his future. The counseling office is within a few minutes of his duty station and the place where he lives. Our counselors are in a position to encourage him to come in.

The climate for training is also good. Men whose previous school experiences have been discouraging to them can be convinced to give another try to formal learning. They have an opportunity to see what they can do either in education or skill training while in the classroom or shop with men very much like themselves. Working among men who have shared common military experiences can be a powerful motivational force toward learning. We believe that the TRANSITION Program has the added advantage of providing counseling and training to a man in an atmosphere where he can have confidence in himself.

TRANSITION has come of age. We have the basis for an effective continuing program. We have not, however, achieved the status of an institution where all the gears are in place and well oiled. We have not yet reached the point where all that is required is periodic preventive maintenance.

There is a great deal that we can do to improve the program. This conference, by providing a forum for an interchange of experience, is a most useful mechanism toward that objective. From it each of us should obtain many ideas about better ways of doing our job in the year ahead.

As most of you know, TRANSITION can be made more effective, more useful to the men the Program is designed to help. To be effective, it must continually seek out those for whom there is the opportunity to do the most.

We can expand our counseling services.

We can reach more men either with educational courses or with occupational training.

The quality of the work we do cannot be measured, of course, simply by counting noses. I am sure the conference discussions on counseling, on the education and training programs, on working with the target groups, will all bring forth ideas that will help to upgrade the quality of our program.

The ability to forge ahead -- to develop new tools and new methods of resolving problems -- has been very much an American characteristic. In TRANSITION, as in other national efforts, we are moving forward -- we will do a still better job. The problems are many, there are problems of budget, personnel or resources, but with initiative and persistence, I am confident that our efforts will continue to bear fruit.

There are representatives of government and industry here because they are interested and ready to help. The interplay of ideas among all of you in these three days will be important in fully utilizing the resources available.

Let me close with a note of confidence in the program and above all of confidence in all of you who are making this program work. We believe that the TRANSITION Program meets a national need. We are certain that it helps to enhance the role of the Armed Forces.

In the next three days some of the day-to-day problems which all of you are helping to resolve will be brought to the fore and brought under the scrutiny of all of us. This is an effective way of getting the wisdom of all to bear on the problems of some. It will, I am confident, produce results.

Again, may I welcome all of you who represent our Military Services, particularly, I should like to welcome the distinguished gentlemen who have taken time from an extremely busy schedule to be with us this morning.

To those of you who are here from other government agencies, such as the Department of Labor, HEW, Veterans Administration, Civil Service, and Post Office Department, and other Departments, I extend a personal appreciation on my behalf and on the behalf of Secretary Kelley for your cooperative efforts on behalf of our servicemen during the past year.

To those of you representing American industry and labor, I am happy that you are sharing with us this unique effort to help more men prepare for jobs in civilian life. Yours is a very practical contribution. We are happy that so many servicemen have found employment with you as the result of the training or job referral services you have provided.

What is important is that we have welded together a team of government, labor and management in a common effort - to help the man who has served in our Armed Forces and thus to enhance the image of the Armed Forces.

For Secretary Kelley and myself, I extend you the very best wishes for a successful conference, and, Frank, I promise you we will try to keep our feet off your oxygen tube.

REPORT BY MR. FRANK M. McKERNAN, DIRECTOR, TRANSITIONAL MANPOWER PROGRAMS, 29 OCTOBER 1969

This conference has been assembled to view, from a variety of positions, the problems of the separating servicemen.

To define our targets we might ask first this particular question -- who are these men?

First, they are the one million enlisted men and women who have served in our Armed Forces and who are scheduled to return, in the next year, to civilian life.

Second, there are within this group of one million, about 300,000 men with less than a high school education or no civilian-related skill, or an absence of both.

Third, there are about a half million men who will be seeking to enter the employment market.

Fourth, there are about 200,000 who may want to pursue some academic or other type of training, mostly full time.

Fifth, there are 65,000 officers and enlisted personnel, an additional group, who are retiring.

Sixth, there are perhaps another 65,000 officers, most of whom are completing obligated tours.

Seventh, from our overall separating group of one million enlisted personnel, there are approximately 110,000 non-whites.

Eighth, there are many enlisted personnel with specific skills which may be useful in civilian life provided employment relationship can be established. For example, coming out of the Armed Forces there are:

- 28% in the electronic, electrical and mechanical areas.
- 20% in administrative and clerical.
- 11% in supply and services.
- 8% in communications and intelligence.
- 5% in crafts

- 5% in medical and dental.
- 3% in other technical areas.

Now, there are over 20% in the combat area which are of special concern to us.

Ninth, they will be returning in varying amounts to different parts of the United States.

- 230,000 will be returning to Northeast U. S.
- 158,000 to the Southeast.
- 318,000 to the Mid-west.
- 81,000 to the Southwest.
- 42,000 to the Northwest.
- 150,000 to the Far West.
- 3,000 to Hawaii.
- 1,000 to Alaska

Tenth, to single out among many special categories, there are about 30 to 35,000 in the health and medical field who have military acquired skills in the para-medical area urgently needed in the civilian medical institutions to meet the rising health crisis.

If we had more time for analysis we might perhaps conclude that this large pool of military manpower is a paradox. Huge numbers of men have the skill potential developed by the incredibly massive and efficient training plant of the Armed Forces. Yet at the same time we are also turning back perhaps as high as 300,000 men with educational or skill deficiencies. We do know that many of these might have been correctable during their tour in military services except for the operational priorities of an active war.

All of you know that principally for this group we have been trying, through the TRANSITION Program, to provide some final help.

Let me now sketch in a bit more background concerning the climate in which we operate.

When we began the TRANSITION Program we had the more or less regular flow of individuals to and from overseas theaters. This permitted us to build and try out a system from a fairly constant pool of individuals. Gradually, however, the early release policies began to take effect, so that today there are enormous numbers of individuals who return from overseas and are immediately out of the service. Our separation points in many places are, and have recently been, threatened with tides approaching inundations. We might anticipate more of this in the future.

What was intended to be a quality operation could take on the characteristics of a massive quantity exercise. The orderly cadence of the introduction into military life through reception processing could be a runaway proposition for the reintroduction into civilian life.

At the present time we do not have the elaborate separation processing program set up at the close of World War II, with well developed corps of university trained counselors. Nor do we have the limited number of separation centers at the end of the Korean War with the ability to better concentrate resources.

At the present time we do not have men returning to the euphoria of 1945 or 1946 or the more placid mid-50's.

At the present time it is true that our overall civilian unemployment rate rests at about 4%. But the catch is in the underemployment rate which some place at almost 30%. This means that there are many men whose potential is not being realized and they are in jobs where opportunities might be quite limited. We must recognize this condition for our returning servicemen.

If we look at the tasks ahead we might ask ourselves these questions:

1. How can we preserve to the maximum extent possible the aims, objectives, and activities of the TRANSITION Program?

2. How can we better reach within the minimum times available the massive numbers of men scheduled for immediate separation? How can we provide them with pertinent and meaningful information about their future?

3. How can we preserve, through the TRANSITION and other programs, the identification of military service concern and interest in the serviceman in his preparation for civilian life? And last,

4. How can we distribute limited resources to accomplish the above?

I think our basic policy guidance is clear.

On 5 June of this year President Nixon created a Committee on the Vietnam Veteran. Three important items were emphasized in his charge.

- How can veterans benefit more completely from existing programs?

- How can we better attend the disadvantaged veteran?

- How can we look to the future in terms of helping the veteran in relationship to today's challenges?

On 12 July, Secretary Laird announced the Human Goals of the Department of Defense -- which Mr. Wollstadt cited -- one of which is the theme of this conference. Our aim in these next few days is to communicate to one another the ways in which this goal can be achieved.

Last Spring, Secretary Kelley stated in his remarks at Portland, Oregon:

"Every effort is made [in military service] -- given the magnitude of the organization and the complexity of the mission -- to make the best use of a young man's talents and to provide him with opportunities for further education and personal growth while he is serving in this nation's defense. Our objective is to return to you a better man than you sent to us."

The military services are trying to accomplish this task. But this is a vastly more complex job requiring a more mutual expenditure of effort on the part of many people. This is the reason that the audience and participants at this conference represent a significant cross section of government, management and labor. How and where we can concentrate our resources is the question. The service umbrella provides an efficient system for contact and immediate help. Where it cannot cover everyone, what are the alternatives? What are the best usable systems that can be provided by the various outside resources?

Broadly speaking, I think we will want to recognize that our own Defense expenditures are not necessarily without broader social utility. The military work in R&D, hardware, health, housing, and other areas, has produced important and significant contributions to the civilian world. We all know in this room that the education, skill and physical conditioning that young men obtain during service does benefit them and their society when they return to civilian life.

Our task is to insure that during the last few months we help to sharpen the nature of this return.

Each of these men returning has made a short or long term investment in the security of this nation by his very personal involvement. At the same time he has accrued certain benefits as the result of this military service.

Part of our task, in both the public and private sectors, is to find ways of conserving and rounding out those skills and utilizing in the best manner these accumulated credits.

Given the peculiar situation of our time, what we do for the man on the way out and as a veteran may profoundly affect the public attitude toward the military needs and manpower structure in the near future.

What we are trying to do now is to engage in a huge shaping up process, for the veteran, using the term the National Commission on Technology Automation and Economic Progress borrowed from the process of the East Coast docks, to determine the relative attractiveness for men of the various options ahead.

I would like to press further more specifically in what we might do collectively toward this process.

We do know that all of those returning do not fit a nice large mold. We should not be thinking that the preponderant number want to charge headlong into college. The colleges are already full of men who wanted to go to college and were deferred for that purpose. Our group may be seeking more immediate economic gains through better vocational training and employment in which academic educational decisions are being deferred until later. There is, indeed, some feeling that many of the veterans do not want to enter what someone has termed "the college aging vat." In addition, the spiraling cost of education as an exclusive pursuit may also serve as a deterrent, unfortunately for those who have only a marginal economic status.

Our task then is to examine some of the more critical problems and to determine what steps we might take inservice and beyond service to help men choose and prepare for the right road ahead.

First, we need to consolidate our efforts under the TRANSITION Program to insure that we meet the objectives of the program for our principal target groups.

Second, we must look at the vast group of men returning for immediate separation and address critically the ways in which we can communicate to them our concern about their future. We must look to the possibilities of doing this in the states, selected sites overseas, and in the community.

Third, for that group of servicemen returning with usable skills, we need to sharpen our ways for helping to translate these skills to employers for a broader utilization than has been the experience in the past few years. The rate of employment of veterans in skills learned in military service has been disappointingly low.

Fourth, we need to examine, among those assembled here, our resource capabilities in order to determine where and in what amounts they can best be applied. We want to reach more men and help more men more quickly and effectively

Fifth, we need to obtain more recognition of military skills in apprenticeship programs and for positions where accrediting standards apply. The critical health field is a case in point. Someone has indicated that a deterrent to the proper adjustment of many men in the working world is the demand of our "credential society and its reliance on ritualistic requirements." I do not wish to be as stringent in my remarks, but I do believe there is vast room for better recognition of military skills in a manner similar to that now in existence for the accreditation of military experience toward more formal academic pursuits.

Sixth, we need to better facilitate educational involvement in several ways:

a. in smoothing out the procedure for those well motivated toward going to college,

b. and more important for some of our real target group, helping those who never thought about going to college to prepare for such attendance,

c. encouraging the acquisition of a high school diploma, and last

d. caring for the special needs of separating Project 100,000 personnel.

Seventh, we ought to examine now what we do in-service for its long range implications for a post-Vietnam military structure. In other words, how can a system of job preparation and job security for post-service employment be built into service programs as a positive inducement for initial entrance into military service. What I propose is a program for insuring job training and job placement in a civilian needed skill for those who require it as an added incentive for a four, five, six, eight year or longer enlistment.

Eighth, we need to direct our attention more closely and seriously to the military retiree. In the past, I think our general policies toward separating personnel have been unfortunately too well reflected in what we don't provide for the military retiree. These individuals, unlike the civilian retiree, ordinarily must reenter the market place at earlier ages, 38 through 50. The more I have studied this problem in connection with our upcoming REFERRAL Program the more I am convinced of the unhappy and continuous wastage of talent of large numbers of officers and enlisted personnel as the result of an absence of solid system of connecting links between the military service and private or public employment. In addition to meeting our more immediate problems, I believe our REFERRAL system can provide a valuable adjunct to any new career oriented procurement programs which may be under study.

In examining where we are today and what lies ahead, I must be candid in identifying the roadblocks or persistent problems which we face. Here are a few:

- The rising crescendo of returnees — occasioned by early release programs and other drawdown actions,

- The resultant turbulence and fluctuations in the numbers of men available for pre-separation counseling, training, education or job referral.

- The increased burden on counseling against the availability of counselors.

- The time available to do a creditable job.

- The heavy decentralization of the separation programs and the resultant variations in the local administration, coupled with the amount of resources given or withheld.

- The ability to reach before (and I should say after discharge) those who need the most assistance.

- The variations in command support.

- The reconciliation of mission demands both actual and philosophical.

- The bringing together of our general separation, TRANSITION, and retiree programs for better utilization of resources.

- And last, the harsh realities of the cutting shears and pruning hooks of the budget and the specter of the directed end strengths.

There is no doubt that these items will flavor some of your thoughts during this conference. I am hopeful, however, that some of you appearing on panels will tell us how you have faced up with some of these restraints in a positive fashion and have done something about them now and as well as what you intend and contemplate doing about them for the future. I am hopeful that the wringing of hands may also be accompanied by the birth of ideas.

I want to turn now from this moment of frankness to a look at the record of your own achievements.

First, many of you here present, and a large number of those who could not attend this conference, have put forth an unprecedented amount of energy and work in building flexible and effective TRANSITION Programs. Some of this had to be done from cupboards which have been in some cases conspicuously sparse. But many of you learned the art of resource accumulation from within and beyond the base. Once you put in hard work telling your story among commanders and in the surrounding communities, many of you found some surprising positive responses.

Second, we have to a better extent stabilized our training offerings by a fuller utilization of community and nationally based industries and MDTA programs. For example, we trained within the past year over 1600 automobile mechanics in industry programs at no cost to the government and 2660 in a variety of skills through MDTA Programs offered by the Department of Labor and the Office of Education. For the first time in many places, we have more training offers from private industry than we can accommodate, due to fluctuating personnel populations.

Third, we have reached through some manner of counseling or information dissemination, either group or individual, some 350,000 men during FY 69.

Fourth, the VA has been providing information concerning VA benefits and assistance to servicemen in Vietnam and has now offered to increase that service to other overseas areas. The Labor Department is also looking into the provision for similar assistance in the employment area here in the States and overseas.

Fifth, the Office of Education has been stimulating the academic community toward programs for the less educated servicemen.

Sixth, we have continued in a modest way to assist colleges in pre-college preparation programs either on-base or after discharge. They have demonstrated that men who never thought about going to college can be well directed.

Seventh, the Post Office has hired over 4000 TRANSITION trained personnel and desires to increase its training efforts.

Before closing, I want to say a few words about the general area which concerns us all - the reconciliation of military mission with the final act of helping servicemen make a readjustment. I began this report with statements of the President and Secretary Laird because I felt that they were our basic guidelines. I summarized some of our accomplishments merely to indicate how well we can at many sites do a job, often unfortunately on varying lengths of shoestring, or on close budgets cut from originally intended allocations. All of this is done in the spirit of the fact that the personnel management mission is not really ended until the final act of separation. Even the large number of our personnel entering the Reserves tends to emphasize our continuing interest.

We do know from experience that men, both short termers and retirees, want assistance before they depart.

We also recognize that the process of assistance is the last effort of the Military Services to show concern for the man who has served.

We do know the future value of a satisfied alumnus is perhaps our best recruiter.

We ought to be looking forward under the concept of TRANSITION and REFERRAL for the offering, as a boost to initial enlistment, of a security package for a short or long term career which includes some terminal preparation for a good readjustment to civilian life.

We might also wish to look at the immediate use of some of our current military training plants, if budget permits, for counseling and training of men on the way out in which our resources and those of government agencies and industry can be concentrated. During periods of uncertainty when the economy and the military situation readjusts, it may be practical to keep some of our training installations more intact than engage in preemptory dismantling. This partial use of some of them affected by diminishing initial inputs could be of immediate and future value. We could also test some of the immediate economics of this by seeing the effect of possible reenlistment in change of skills which a man may obtain during this counseling and retraining process at such a training site.

Finally, in the midst of the blows which the early out programs have had on retention, we might wish to strengthen the TRANSITION counseling process which has demonstrated, when conscientiously applied, that it can help the reenlistment process.

In these ways I believe that what we do in the separation process can well be considered a continuation of the missions of the military personnel management systems.

I would now like to sum up what might be some of the major objectives of this conference.

1. To take identifiable problems in stride and to seek ways of maintaining flexible separation programs that hopefully can reflect both quality approaches and the demands of quantity output.

2. To pin down a better allocation of available resources and to search out new sources of help not only in the TRANSITION and REFERRAL areas, but in the general separation process.

3. To specifically outline better approaches for reaching, prior to separation, our principal target groups.

4. To determine where, who and what we can best do to provide essential information about decisions to be made, benefits available and job seeking help to those larger numbers of men on schedule for immediate separation.

5. To personalize our administration of the general separation programs at the base level.

6. To develop a better system of inventorying training and educational needs of servicemen and selecting and obtaining the best resource to meet such needs during the last few months of service.

7. To develop new avenues for linking up returning military manpower with jobs in industry and in the public service.

8. To pin down the particular problems of the retiree and to give guidance toward the development of a more functional system for counseling and job referral.

9. To identify ways in which the end of service programs can be organized and managed in order to have a positive effect upon recruitment and retention; particularly in relation to an all-volunteer force.

This concludes my report. I have tried to be candid and hopefully provocative so that you might be on the road to a stimulating and productive three days here at the college.

Thank you!

Closing Remarks
by
Paul Wollstadt

I want to take five minutes or so to give you my impressions of the first TRANSITION conference I have attended.

I'm convinced that we're doing a good job and a useful one. It certainly still isn't perfect, but we can be proud of what we are doing.

My second impression is that of cooperation. I think there has been excellent cooperation, for example, between the Services where there are bases near each other. The cooperation between the Services and the TRANSITION staff is one that leaves a very favorable impression. There is excellent cooperation between the headquarters of the Services and the field. We have made a lot of progress toward mutual understanding of the problems between the field and headquarters, and as a result of this conference the progress will continue. I am also impressed with the cooperation between the TRANSITION people and other government agencies, and I think this particularly applies to the Veterans Administration and to the Department of Labor.

My third impression is that our biggest single problem is how much time should be devoted to separation. And here we must try to measure the long-run benefits to the departing individual against the facts that additional time for separation costs money and runs counter to the desire of the fellow to get out of service as soon as possible. But the range is considerable--all the way from making an effort to get the fellow out of service in 12 hours to taking several days to do this. Something can be said on both sides, but it is a problem that we need to study, and we need to discuss further with each of the Services. There must be an optimum time that we should seek. The work being done to send these people out with a better understanding of what the civilian world is like and how they can put their best foot forward when they do get out is exceedingly important.

The fourth impression concerns the people in this room. You can't sit through one of these conferences, go to the sessions, or go to lunch with some of the people, both the people from the Washington area and those from the field, without having a clear impression of a lot of hard work and deep interest and real understanding of the problems. High on the dedicated people list is Frank McKernan who has devoted not only his working hours, but about half of his sleeping hours to TRANSITION over a long period of time. Frank and his staff have, I think, organized a good program, and I think it is working well, and I think that this conference is evidence of it.

In closing, I want to quote something I heard yesterday. It can guide all of us in our thinking and work on TRANSITION. The quotation is from the last paragraph of Lt. Chancey's remarks. He said: "In conclusion, I would like to state that we are in the business of aiding the individual in establishing the best possible future of which he is capable. As an individual, he cannot be be stereotyped or handled by a standard pattern of counseling. As an individual he has problems, ambitions, and abilities unlike anyone else."

Closing Summary Remarks
by
Frank M. McKernan

At this time I would like to highlight for you some of what we believe are a few of the principal outcomes of this conference - whether identified in this room or collectively in the corridors.

First, in the policy area.

I think most of you are concerned about command support, especially at a time when men are moving out in larger numbers and your mission becomes greater and more serious.

I believe Admiral Mack clearly identified to you the position of this Administration as it relates to the concern for the returning serviceman. What you are interested in is getting this message down through the channels so that it appears in the most appropriately helpful documents. Your commanders, I know, ask you, "Show me in writing where it says what you're telling me."

I indicated to you that we will proceed immediately to provide you with Admiral Mack's remarks. But I also recommend that those of you here representing the various policy echelons, consider putting this message of Admiral Mack's in the form where it becomes operationally functional for the people on the firing line.

Another policy area concerns training and training time to be made available. From various remarks made here at this conference, I do not believe we can continue to be complacent about the educational and vocational levels of many of our returning servicemen. From a policy level, this requires a closer look at the data concerning who needs what kind of help rather than some preconception of what we think it may be.

This leads to a need to reconsider the amount of on-duty time which may be made available for training. For those Services who have a 240 hour ceiling, there was almost universal concern. I think it was the sense of this conference that the policies in this regard be immediately reexamined. In the quick re-examination of those policies, it was suggested, in the interest of participatory management, that the ideas of those doing the work at the local sites be solicited in order to develop a more flexible program. Some felt that we lost the initiative and momentum of an evolving program when we began to set up too restrictive a regulatory program. Others have felt that since the program is otherwise so decentralized, more leeway should be given to allow for more local tailoring of programs, with course lengths determined by local mission requirements and demands.

One area which still puzzles many is the direction or directions which our educational efforts ought to take.

There is some evidence from individual discussions that the educational effort at some bases overshadows the vocational. This may be a matter of policy, philosophy or practical necessity. We are obviously returning to civilian life too many men with little or no increase in educational achievement. There is, however, a matter of judgment concerning which during TRANSITION is the better or more immediate route: education or skill training.

From our panel this morning we may have gained the impression that we might be all college-oriented. It is obvious that we could have spent another good hour on the less-than-high school problem. But we did highlight one significant aspect of the college program for our target group through the description of the Staten Island Junior College effort. Yet this does bring us around to the urgent educational problems of Project 100,000 group and the necessity to look harder at, perhaps, a vocational training program for these and others, especially if they need what is now called "bread" for better immediate survival in civilian life.

I hope you do carry back with you as a result of this conference at least one question which might be stated thus, "Why am I operating part of my program in this way and, why in the light of ideas heard about, should I continue to do so?

Another area which we hit upon in our first panel was the identification of eligible personnel. You were given some excellent concrete examples of how some people identify and search out all eligibles and later track participants. I am hopeful that these ideas will be helpful in the development of more uniform procedures at some bases.

In these few remarks, I'm not sure that I have hit upon the significant aspects of the conference, but you may assume that we will search them out and include them in the after action report that I mentioned.

I do know that right now what is on your mind as you are about to return to your own bases are the harsh realities of budget, money, spaces, and support of the programs that face you upon the return. We aim to renew our efforts here referring to Admiral Mack's statements as the first point of departure. We do know, however, that the ultimate depends upon the reaction of your individual Services as it reaches down through command channels.

I trust that those of you who have been monitoring this conference for Military Service command interest, will communicate something of the sense of this conference and the dedication of the people who represent you. The interest and concern for servicemen as people upon the part of the participants, has impressed, beyond what you might ever come to believe, those outside representatives who have been here. If this was to be their one outstanding impression, this has been it. I noted upon your part an almost complete absence of the normal ritualistic preoccupation with nothing but administration, and more dominant concern about what can we do for people.

I commend an understanding of this by all those at the policy level.

If this is done, I am sure that Secretary Laird has nothing to fear about the achievement of one of his Human Goals, especially with the likes of you behind it.

Speech by CMSGT Robert T. Moore
Base TRANSITION Program Officer
Charleston Air Force Base, S. C.

Conferees and distinguished guests, I welcome this opportunity to speak to you to highlight some points of the community relations that the TRANSITION Office at Charleston AFB has with Business, Industry and Governmental Agencies in the Charleston area. I will cover the major aspects of our activities and believe these will answer most of the questions about the Charleston AFB TRANSITION Community Relations Program.

The TRANSITION Program has been in operation at Charleston AFB since January 1968. During the month of February 1968, I was asked by the President of the Chamber of Commerce to give a presentation on the DoD TRANSITION Program. Attending this presentation were members of the Trident Chamber of Commerce and representatives from Federal and State agencies. From this session I was able to schedule individual presentations to local industries who desired to participate in the TRANSITION Training Program. The first program we had to offer at Charleston AFB was the Postal Training Course with the assistance of Mr. Gorman Thomas, Acting Postmaster for Charleston. As of this date, 376 students have passed the Civil Service examination successfully. Mr. Thomas attended our first postal graduation ceremony and gave a very interesting talk on "Postal Employment As A Career". The first industry course to be offered was Humble Oil Service Station Management and this course is conducted on base. This course was established in May of 1968 and representatives of Humble Oil Company visited Charleston Air Force Base to obtain information and observe the training facility during this period. As of this date, 101 have completed Humble Oil Service Station Management Course. In July of 1968, I contacted the State Department of Education with the assistance of the Charleston Superintendent of Schools to make plans for vocational, technical courses to be conducted at Berkely, Charleston, Dorchester Technical Education Center.

The following courses were offered: Airpower and Frame, Refrigeration, Computer Programming and Air Conditioning. As of this date, 55 students have completed these courses. In July 1968 I was appointed as a member of the Cooperative Area Manpower Planning System under the direction of the South Carolina Employment Security Commission and through this program I was able to participate in the community manpower programs. Members of this program are representatives from the U.S. Department of Health, Education and Welfare, U. S. Department of Labor, Department of Public Welfare, Vocational/ Rehabilitation Department, Charleston County Office of Economic Opportunity, U.S. Department of Commerce, U.S. Department of Agriculture and U.S. Civil Service Commission.

During the Month of November 1968 Charleston AFB hosted the first MAC TRANSITION Conference. TRANSITION and Education personnel from each military airlift command base and representatives from Headquarters USAF were in attendance. Representatives from the following agencies were present: AVCO Lycoming, Southern Bell Telephone and Telegraph Company, Humble Oil and Refining Company, Interagency Board of Civil Service Examiners, South Carolina State Employment Security Commission and President of the Trident Chamber of Commerce. During this three day conference the representatives gave presentations on the training programs that are available through their respective companies and agencies.

In December 1968, MDTA funds were obtained to conduct a six months' Hotel Motel Management Course under the supervision of the South Carolina Innkeepers' Association. This program was planned and organized with the cooperation of the Hotel Motel members of the South Carolina Innkeepers' Association and the South Carolina Employment Commission under the MDTA program. Forty students graduated from this course. The Vice President of the American Hotel Motel Association was present to present the certificates to the graduates.

In January 1969 we conducted courses in auto mechanics and welding under the MDTA program with a total of 30 students participating. The State Department of Education offered two courses in real estate and office machine repairs utilizing State Department of Education funds and their facilities. A total of 18 students participated.

During the month of May the State Department of Education and my office jointly sponsored a TRANSITION meeting with Army, Navy, Marine and Air Force TRANSITION personnel to discuss the vocational programs available and assistance by the State Department of Education in assisting personnel in vocational training skills. Since this meeting additional courses have been funded and approved for eligible personnel.

At present we have the second Hotel Motel Management course in session and five courses offered in the vocational area by the State Department of Education.

The cooperation of the Civil Service Interagency Board and the monthly Federal Civil Service Bulletins have assisted my TRANSITION staff in helping personnel to apply for Federal Civil Service examinations and prepare for future employment with Civil Service.

263 people were placed in a job through the efforts of the TRANSITION office. This is contributed mainly to the weekly meetings with the South Carolina Employment Security Commission and interested employers. This is accomplished in the following manner: A resume is prepared by my office and an appointment is made through the South Carolina Employment Security Commission, who in turn makes an appointment with the various employers who have job openings. TRANSITION briefings have been presented to the following agencies: Retail Merchants Association, automotive associations, civic clubs and industries. The cooperation between the agencies and Charleston AFB TRANSITION office has been valuable in assisting our separatees in looking into the local area for future employment. On numerous occasions personnel managers of the industries have interviewed the husband and wife to discuss job opportunities. This type of cooperation between the Air Force and local community is making TRANSITION offices well known in the labor market for skilled personnel.

With the cooperation of the public relations departments within the industries and publicity in the local newspapers, T. V., Trident Chamber of Commerce Bulletins and speaking engagements, which I have accepted, has been one of the most outstanding tools the Air Force has in the TRANSITION Program. I attend the Chamber of Commerce monthly meetings as member and this gives me the opportunity to discuss TRANSITION training programs with interested personnel. The fine cooperation that I have received and the support I have relayed to the local community is very acceptable in the eyes of our community leaders.

Speech by LTC W. D. Barnes, USA
REFERRAL Program Coordinator
Before the Conference on the Separating Serviceman
National War College - 31 October 1969

Mr. Wollstadt, General Robertshaw, Ladies and Gentlemen:

As a former member of the TRANSITION team at OSD level, and as one who participated in last year's conference as well as this one, I welcome the opportunity to address this group about a program which will have great impact on all programs dealing with the separating serviceman. I am, of course, talking about the REFERRAL program (Slide 1), the title given to a planned DoD computerized job referral service for military retirees. With your indulgence, I plan to describe the program . . . what we have done, where we are now, and what we plan to do . . . in the next 15 minutes, and reserve the remainder of the time for your questions.

REFERRAL is not a "stranger" to most of you; indeed, many of those present participated in the preliminary planning towards the systems development. Others have, I am sure, read of the program in various news media. Finally, there is a brief description of REFERRAL on page 4 of the current TRANSITION Information Bulletin. I plan to provide you additional information and to respond to your questions later.

The need for such a program as REFERRAL should be obvious to most of you who are serving the separating serviceman. The retiring serviceman is in a category all by himself: he leaves the service at a relatively young age (it gets younger every year, as far as I am concerned!) when he both needs and seeks a second career. The following slides highlight some of the problems faced:

"Career Personnel" (Slide 2)

"Random Findings From Retiree Surveys" (Slide 3)

continued (Slide 4)

Many of the points outlined on the slides just shown were reaffirmed by a special study conducted by DoD in late 1968. This study recommended that DoD establish a computerized employment referral service for its separating personnel. Secretary of Defense Clifford approved the development of an interim program, designed to serve retirees only, in December 1968. Based on the experience gained with the retiree program, REFERRAL may be extended to all separatees in the future.

I might at this time emphasize the term "Interim," since REFERRAL may eventually become a part of, or be superseded by, a nationwide computer job network being developed by the Department of Labor. Certainly the valuable operational experience gained through REFERRAL should be useful in designing such a network.

The REFERRAL concept involves building upon the retiree programs now available in each of the Military Departments, and in bringing the services now being provided by other government agencies closer to the retiree. As you know, each of the Military Departments arranges periodic group retirement orientations at the installation level, usually 12 to 18 months before a serviceman retires. These sessions consist of presentations by the United States Training and Employment Service, Veterans Administration, Civil Service Commission and others, and the subjects include the general labor market conditions, problems confronting the retiree, and services available to assist him in obtaining employment. Individual counseling is usually offered to those persons seeking such assistance. Experience has shown, however, that many retirees attend these orientation sessions, and then fail to do anything more until the day they retire and . . . all of a sudden . . . find themselves unemployed.

This is where REFERRAL is intended to provide . . . not only a service . . . but an emphasis to the individual that he needs to accomplish post-retirement employment planning several months before he actually retires. This includes determining what his employment objectives are, where appropriate job opportunities are located, what he has to offer to a potential employer, and how best to present himself and his qualifications.

Perhaps now is the appropriate time to say that the most important element of REFERRAL is not the computerized referral service, but is instead the actions of the retiree, with the assistance of counselors, to better prepare himself for the civilian job market. The computer will do nothing more than manipulate the data provided to it. If the data is inaccurate, or inappropriate, the results will likely be very disappointing to the retiree and prospective employer alike.

The computer, then, is intended to improve the communications between the retiree and employers across the country who may be seeking an employee of his qualifications. The computer is not intended to provide a "perfect man-job match;" it is intended to provide a means for employers to contact retirees who possess certain characteristics determined by the employer.

The next slide (Slide 5) provides a basis for discussing the REFERRAL concepts: Six months prior to actual retirement, the retiree, on a voluntary basis, would receive more intensive counseling from a REFERRAL counselor, and would be permitted to register his skills and preferences with a DoD computer facility located at Dayton, Ohio. The retiree would be required to register with the computer prior to his separation from active duty.

Concurrently, employers from both the public and private sectors would be permitted access to the computer facility for purposes of employment only. As a prerequisite to computer access, the employer would agree to use any name provided for employment purposes only, to initiate contact with the retiree, and to report results of this contact.

The computer, based on standardized input from employers and retirees alike, would accomplish a man-job match based on certain key factors. After this match, the computer facility would provide abbreviated resumes to prospective employers. These resumes would provide the employer sufficient information to facilitate contact and detailed negotiations with the retiree. The Department of Defense or its agencies will not enter into these direct negotiations.

Access to the computer facility for the retiree after separating from active duty will be limited to a six-month period (12 months for the disabled). Further, the retiree must register prior to release from active duty, and must maintain continuous registration. Once his data has been removed from the computer, either through placement or time-purging of the files, the retiree may not re-enter the system.

A schematic of this process is shown on the next slide (Slide 6).

The following slide lists key elements of the program for the retiree (Slide 7).

The next slide reveals key elements of REFERRAL for the employer (Slide 8).

Without getting into the details of computer programming, the next slide shows some of the factors used in the REFERRAL man-job matching process (Slide 9).

I should perhaps highlight the fact that REFERRAL is not intended as a means to obtain civil service employment. Retiring personnel seeking a civil service position with the Federal government will be referred to the Federal Job Information Center or other appropriate activities where detailed information and application forms are available. Federal employers may submit Job Orders to the REFERRAL computer, but hiring will be accomplished in accordance with appropriate Civil Service regulations and other governing directives.

Well, where are we now? What is the current status?

Computer programming and forms design for REFERRAL are now underway, and a counselor training program with supporting materials is being developed. The implementing DoD directive is being staffed at the present time. Detailed coordination with other Federal agencies is continuous, as are the contacts with the private sector.

The next slide (Slide 10) reveals our target dates for REFERRAL. Understandably, there are several significant hurdles which must be overcome if these dates are to be met.

Before we move to the question and answer period, I wish to show another slide for your consideration (Slide 11).

- Extension of REFERRAL to all separatees
- Relationship with TRANSITION.
- Relationship with other automated technological advances.

In these few moments, I have attempted to present to you the background, current status, and possible future applications of the REFERRAL program. It is a unique program -- one never before attempted by the Military -- but, then, the retiree is a unique sort of guy himself. He has served his country and his service, in uniform, for 20 or more years -- can we do no less than to help him move to a meaningful second career as a civilian?

I will now respond to your questions -- provided they do not contain the term: "Military-Industrial Complex," or ask the question: "Do you have any money?".

REFERRAL

A Department of Defense Program

for

AN AUTOMATED
JOB REFERRAL
SYSTEM

Slide 1

PROBLEM

CAREER PERSONNEL

- LEAVING AT CRITICAL AGE WHEN SECOND CAREER APPEARS MANDATORY
- POSSESS SKILLS DEVELOPED AT GOVERNMENT EXPENSE
- SKILLS CAN ENHANCE CIVILIAN MANPOWER POTENTIAL
- COUNSELING REQUIRED
    - OPTIONS AVAILABLE
    - JOB MARKET INFORMATION
    - CIVILIAN-MILITARY JOB COMPARABILITY

      EVALUATION OF TOTAL POTENTIAL
    - RESUME PREPARATION
- NEED PROPER BRIDGE TO REDUCE UNDEREMPLOYMENT

RANDOM FINDINGS FROM RETIREE SURVEYS

- RETIREE RATES JOBS IN CIVILIAN LIFE BASED ON:
    - ADVANCEMENT AND RECOGNITION
    - RESPECT BY COMMUNITY
    - AREA LOCATION
    - RETIREMENT BENEFITS
    - SALARY
    - REGULAR HOURS
    - CHANCE TO EXERCISE LEADERSHIP
- 50% SAY MILITARY EXPERIENCE USEFUL IN CIVILIAN LIFE
- 55% WANTED MORE PREPARATION COUNSELING

RANDOM FINDINGS FROM RETIREE SURVEYS (Continued)

- RETIREES NOW GET JOBS
    - PRE-RETIREMENT - PERSONAL CONTACTS OF FRIENDS
    - POST-RETIREMENT - DIRECT APPLICATION TO COMPANIES
- MAJORITY LOCATE IN FOUR STATES; VIRGINIA, TEXAS, CALIFORNIA, FLORIDA
    - NEAR MILITARY POSTS
    - NOT NECESSARILY HIGH EMPLOYMENT AREAS
- RETIREE HAS STRONG MOTIVATION TOWARD PUBLIC SERVICE
- GENERALISTS HAVE HARDER TIME IN GETTING GOOD JOBS THAN SPECIALISTS
- ACCEPTANCE OF POOR JOBS REFLECTS ON MORALE, PUBLIC IMAGE OF SERVICE, AND RECRUITING POTENTIAL
- SECOND CAREER RATHER THAN RETIREMENT BENEFITS CONCEPT MAY DRAW BETTER INITIAL GROUP INTO SERVICE

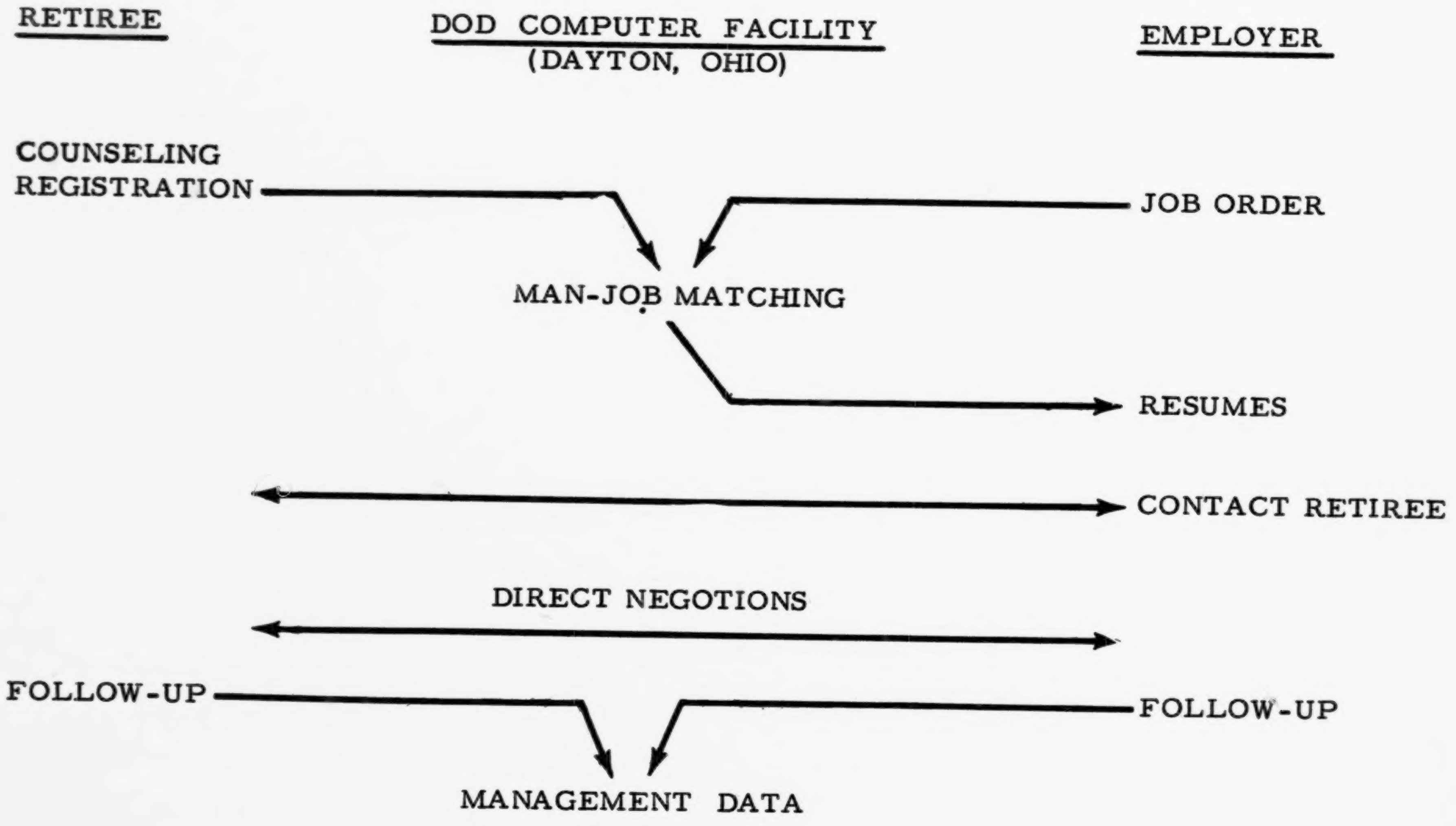
Slide 4

REFERRAL CONCEPT

- IDENTIFY THE SKILLS AND PREFERENCES OF RETIRING SERVICEMEN
- COUNSEL IN TERMS OF AVAILABLE OPTIONS
- RETIREES REGISTER QUALIFICATIONS AND DESIRES WITH DOD COMPUTER FACILITY
- EMPLOYERS REGISTER EMPLOYMENT OPPORTUNITIES WITH COMPUTER FACILITY
- PROVIDE FOR COMPUTERIZED MAN-JOB MATCHING
- MAKE AVAILABLE INFORMATION TO EMPLOYERS
- FACILITATE EMPLOYMENT OPPORTUNITIES
- IMPROVE COMMUNICATIONS

Slide 5

REFERRAL SCHEMATIC



RETIREE

DOD COMPUTER FACILITY
(DAYTON, OHIO)

EMPLOYER

COUNSELING
REGISTRATION

JOB ORDER

MAN-JOB MATCHING

RESUMES

CONTACT RETIREE

DIRECT NEGOTIONS

FOLLOW-UP

FOLLOW-UP

MANAGEMENT DATA

Slide 6

ELEMENTS OF PROGRAM FOR RETIREES

- VOLUNTARY
- ACTIVE DUTY PROGRAM
- OPEN TO OFFICERS AND ENLISTED RETIREES, INCLUDING DISABLED
- PART OF TOTAL CAREER PERSONNEL MANAGEMENT SYSTEM
- IDENTIFICATION SIX MONTHS BEFORE RETIREMENT
- FULL COUNSELING PROGRAM PROVIDED
- JOB REFERRAL SERVICES
    - ORIENTATION ON JOB AVAILABILITY
    - RESUME PREPARATION
    - REGISTRATION WITH COMPUTER FACILITY
    - EMPLOYER CONTACT
    - SERVICE AVAILABLE UP TO SIX MONTHS AFTER RETIREMENT
- CLOSE COÖRDINATION WITH DEPARTMENT OF LABOR, VETERANS ADMINISTRATION, ETC.
- FOLLOW UP FOR EVALUATION

Slide 7

ELEMENTS OF PROGRAM FOR PROSPECTIVE EMPLOYER

- OPEN TO ALL EMPLOYERS WITH SPECIFIC JOB OPPORTUNITIES
- VOLUNTARY, NO FEE
- REGISTRATION OF JOB OPPORTUNITIES
- COMPUTER MAN-JOB MATCHING PROCESS
- JOB RESUME REFERRAL
- INITIATE CONTACT WITH RETIREE
- FOLLOW UP FOR EVALUATION OF PROGRAM

MAN - JOB MATCHING ELEMENTS

- AVAILABILITY DATES
- GEOGRAPHICAL LOCATIONS
- JOB TITLE, JOB LEVEL, EXPERIENCE
- WAGE RANGE
- EDUCATION
- INVESTMENT REQUIREMENTS

NOT MATCHING ELEMENTS, BUT ON RESUME:

- PERSONAL DATA
- SPECIAL SKILLS AND QUALIFICATIONS
- EXPERIENCE DESCRIPTION

TARGET DATES

- COMPLETE COMPUTER SYSTEMS DESIGN ------------ 1 FEB 70
- DISTRIBUTION OF COUNSELING MATERIALS ---------15 FEB 70
- COUNSELOR TRAINING PROGRAM ---------------------- MAR 70
- COMMENCE RETIREE REGISTRATION --------------- 15 APR 70
- COMMENCE EMPLOYER REGISTRATION --------------15 MAY 70

Slide 10

CONSIDERATIONS

- EXTENSION OF REFERRAL TO ALL SEPARATEES
- RELATIONSHIP WITH TRANSITION
- RELATIONSHIP WITH OTHER AUTOMATED TECHNOLOGICAL ADVANCES

SPEECH BY DR. HAROLD WOOL, DIRECTOR, PROCUREMENT POLICY AND GENERAL RESEARCH, DEPARTMENT OF DEFENSE

31 OCTOBER 1969

The subject of draft reform which Frank McKernan referred to has been pretty well spread in the headlines of today, yesterday, and will continue to be tomorrow. It in fact ranks as the number one legislative priority of President Nixon at the present moment. It has become a rather controversial issue, although the particular reforms we are recommending at the moment are uniquely noncontroversial, as evidenced by the fact that our legislation was unanimously approved by the House Armed Forces Committee and overwhelmingly approved by the House of Representatives yesterday. I am not going to expand on this subject, but if you are interested, I will answer questions on it.

A related thrust of this Administration, and in some ways the more fundamental thrust, has been a rather strong commitment, of President Nixon, to move as soon as possible after the war in Vietnam is over to an all-volunteer force to minimize reliance upon the draft and in fact, if at all possible, to totally end the need for induction during peacetime. This commitment was made very explicit by President Nixon during his campaign. Very soon after he took office he appointed a Presidential Commission headed by former Secretary of Defense Gates and assigned it a responsibility to develop a comprehensive plan as to how we could move toward the volunteer force.

I should make this emphatic; this is a serious objective. I personally believe that an all-out effort will be made to accomplish this objective during the next few years. It is a major consideration in policy planning in the Department of Defense, and in the Army, Navy, Air Force, and Marine Corps.

We all know it won't be easy. Let me give you some feel for the size of the job. At present, given our current Vietnam force levels, we have been taking into service each year about one million new men to man our active and reserve forces. Of these one million, about 300,000 a year have come directly through the draft. But our surveys show that fully half of the 700,000 so-called volunteers have entered primarily because they preferred a particular branch of service or a type of training to the alternative of being drafted. So that in fact perhaps only 300,000 men coming into service in recent years have been true volunteers. Even during peacetime, based upon our immediate pre-war experience, when we required less than 700,000 new men a year, only about half of that number in fact were true volunteers. So that, if our forces were to return to the pre-Vietnam strength level of about 2.7 million, we would have a formidable recruitment gap on our hands in the absence of the draft.

We know that we will have to do a lot of things if we are to succeed in greatly increasing volunteer recruitment rates, and, equally important, increasing the rate of retention of those whom we initially recruit. To move toward this goal, the Secretary of Defense has initiated a project known as Project VOLUNTEER. The objective of Project VOLUNTEER is two-fold. First, we have an obligation and responsibility to support the President's Commission in every way possible in its studies. This includes providing it with information as well as providing it with ideas or suggestions--and we have been doing both. Ultimately, the responsibility of moving to a volunteer force will be ours -- that of the uniformed Services and the Department of Defense. For this reason, the Secretary has organized a major planning effort which has involved each of the Services as well as many staff elements in the Office of the Secretary of Defense. Our effort has been to review every aspect of our personnel and manpower management, which has an impact upon making service more attractive. And every facet of our management operation is relevant -- from recruitment and compensation to the housing and living conditions in service, the way we treat them as employees and supervisors, and continuing until the point where they separate from service, either as retirees or as individuals completing a particular tour of duty. Those of us who have worked closely with the problem are convinced that although compensation is obviously an important aspect of attraction to a career, it is merely necessary and not a sufficient condition for accomplishing our objective. If we do not pay a competitive and reasonable rate of pay to our people, we have no reason to expect that in a free and competitive economy, we will get the numbers and kinds of people we need. Even if we do, if we do not make the job challenging, if we don't provide the right advancement opportunities and career opportunities, if we don't provide decent living and housing conditions for our personnel, we have no reason to expect we will come close to this goal. So, we are taking a good long look at all these facets of personnel management.

As an initial phase of our study, Secretary Kelley asked each of the Services to take a full inventory of the management initiatives they have already gotten under way to accomplish improved personnel management in these areas. Secondly, the Services were requested to submit a list of recommendations of those other things they would do or feel should be done, if the resources and authority were made available. Each Service organized its own task group for this purpose. These are sizeable task groups. They have also attempted in each Service to obtain ideas from all their staff elements and from the grass roots in their respective Services. In this way we obtained from the Services a list of three to four hundred recommendations of all kinds, some major, some relatively minor. At the present time, a small group, headed by Mr. Wollstadt, is reviewing all of these ideas, sifting them out with the objective of bringing up to the Secretary those particular recommendations which seem most urgently in need of DOD support and initiative in the next year or two. Meanwhile, of course, we are in close touch with the Staff of the President's Commission which is due to complete its own studies before the end of this year.

This is where we stand. Now what has this got to do with the TRANSITION Program? We seem to be on opposite ends of the chain dealing with getting people into service, while TRANSITION deals with people leaving the service. There is, however, a direct and important relationship between programs such as the TRANSITION Program and our plans for making voluntary military service more attractive, so that we can end the draft. Let me illustrate: In 1964, we conducted a very extensive survey of over 11,000 young men throughout the country in the ages of military service to find out how they felt about military service and the conditions under which they might or might not enter service. One of the important questions we asked was this, "If there were no draft now, and you had no military obligation at all, which of a series of conditions would be most likely to make you volunteer? We listed about a dozen conditions. Several related to pay, one offered them a $1000 enlistment bonus, some offered them free scholarships, some offered them opportunities to qualify for officer commission. Among all these incentives, the one condition which rated highest as an incentive was guaranteed training in a job or skill, useful in later civilian life; 29% of all the respondents in enlistment age ranged this as the most single inducement. An additional 18% rated highest the opportunity to be sent to civilian school or college at government expense, before or during active service. These incentives outranked higher pay or such inducements as enlistment bonuses. Some of these youngsters want training in a skill which they can use in service on a career basis. These are the boys, of course, whom we hope to retain for a full service career. Other youngsters typically want to get training in a skill that they can use in whatever employment or industry they may choose after leaving service. They want to make an investment in education and training which will benefit them during the rest of their working lives.

In this context, the TRANSITION Program can make a very important contribution as an additional recruitment incentive. In my recent visits to the United Kingdom and Canada, I was impressed by the fact that military officials consider their "Transition" Program an important element of the recruitment sales appeal.

For these reasons, most of the Service representatives with whom we have worked on Project VOLUNTEER have recognized that a strengthening of the TRANSITION Program can be an important input into our overall volunteer force effort. Some have expressed concern that -- if we make this training so good and civilian job transferability so easy -- we may be competing with ourselves in terms of retention. I am rather skeptical as to that. If we convince our servicemen that we are really interested in their welfare as individuals, we can make a far more effective "sale" than through any kind of overt recruitment or reenlistment sales effort. If we do a sound counseling job and develop the facts or opportunities available both in service and outside, the TRANSITION Program can be helpful in retention as well as in recruitment programs.

SPEECH BY

Mr. J. C. Peckarsky
Deputy Chief Benefits Director
Veterans Administration
31 Octomber 1969

Thank you very much, Frank. Ladies and gentlemen. I really don't have any good jokes I can tell you so if it is all right I'll start right in with what I've come to talk about, with this one understanding that, if at any time there is anything in what I say that interests you, or that you would like to ask questions about, why just raise a hand and we will stop where we are and go into that. Feel perfectly free to interrupt at any time because really I have no pride of authorship in any thing I am about to say. I intend to share with you what I consider to be a rather interesting and at times exciting and sometimes frustrating experience.

On June 5 when our new Administrator of Veterans Affairs, Donald E. Johnson, was appointed, the President announced the formation of a "Committee on the Vietnam Veteran," to be chaired by the new Administrator of Veterans Affairs. He charged that committee with finding the answers to three rather simple questions. How can we help more veterans to benefit from existing programs? How can we design programs to help most the under-educated, the ill-trained, unemployed or under-employed? And third, how can we improve the overall program of veterans' benefits so that it meets the specific needs of today's veterans in today's society. Which, in effect, covers the entire gambit of what the whole veterans business is all about. The Committee members chosen were the Secretary of Defense, the Secretary of Labor, the Secretary of Health, Education and Welfare, Chairman of the Civil Service Commission, Director of the Office of Economic Opportunity, and the Postmaster General, in addition to representation from the Bureau of the Budget, and Chairman and Administrator of Veterans Affairs.

Now, in determining which programs specifically ought to be approved, let me review for just a moment the most cogent programs that we operate for the Vietnam Veteran or any other returning wartime veteran. We have, as you know, a program of compensation for the service disabled. This is a fairly stable program. It's well-founded, well-based, subject to Congressional review periodically, and probably not in need of any extensive revision.

There is a non-service connected pension program for the needy, non-service disabled veteran; and that probably receives enough attention. We have in effect three basic programs.

One of them is a program for the dependents of veterans, which includes the sons, daughters, wives, and widows of the service disabled veteran who is permanently totally disabled or the veteran who has died as a result of service connected disability. This is a program that started out as one for war orphans and has grown to include all the dependents.

In addition, we have a vocational rehabilitation program which provides a comprehensive rehabilitation, including guidance counseling, tuition support, contract tuition for those who cannot leave their homes to go to schools, tutoring in the homes, anything necessary to rehabilitate a service disabled veteran to the point where he can overcome the service disability. This is the only one, outside of the one I am going to mention next, where we actually reach into the Military Service. We visit the military hospitals prior to separation, counsel men and get them started in the rehabilitation program prior to their retirement or discharge.

And the last one is the one you hear the most about, the GI Bill. This is the third of the GI Bills. The first two have rather impressive statistics. There is some argument about the statistics for the third. We consider them to be equally impressive but probably not good enough. But then, I don't think any program ever formulated by man is ever quite good enough and that's what the business of this Committee is all about, how to make a program that is good - much, much better and particularly, better for the target group, those who need the training the most. Those who come to us with the least in education and show the least ability to overcome at least the educational deficiency. So, we have a committee and the committee members have been appointed, but the committee members being cabinet level are too busy to meet regularly so each of them designates working staff, and I'm a working stiff on a working staff, and there are several others, including Frank McKernan, who represents the Secretary of Defense. Coincident with the committee study, the President charged several agencies to get together and find out more about disadvantaged veterans, and under the Chairmanship of the Bureau of the Budget, there is a study of some 4,000 disadvantaged veterans, currently in the last stages of wrap-up. They took 10 major urban areas and took concentrated population centers in those urban areas and took 200 cases from each, selecting them from a Military Service tape. Then they took 10 of the most impoverished rural areas in the country and took a 200-case sampling from each of those. A rather lengthy questionnaire was devised which a contracting firm agreed to get answers to by telephone. These involved some

30 - 40 minute conversations. Most of us did not believe it was feasible, but apparently it is not only feasible, but has been accomplished to a sufficient degree to give some statistical validity to the sample and to the result. The results we have not seen but they certainly will be pertinent to the final deliberations of the committee.

Now the committee staff has held several meetings; the full committee has had one full meeting. While we were engaging in our deliberations a very important question came up, one on which our agency, as well as several others, was required to testify and that was the question of the support rates, the tuition assistance, and educational assistance allowances under the GI Bill. And since this was a matter of some urgency, the President's Committee was under some pressure to come out with an interim report stating a position on educational allowance rates. The interim report was given to the President about a week ago and delivered to the Congress by him. With regard to rates, it in effect states that the President supports a reasonable increase in educational allowance rates and points out such factors as the increase in cost of living since the last GI Bill raise which was about 10%, a 15% increase in cost of education over the same period, and left it open to the Congress to decide what was a reasonable increase based on such factors. This was, as I say, delivered to the Congress, primarily to the Chairman of the affected subcommittees and the Full Committee in the Senate which was considering rate increases at that time. As a result, what we now have is a House passed bill which recommends a 27% increase in the educational allowance rates, this to the tune of about $207 million the first calendar year after enactment, and the Senate passed bill which in effect would raise the benefit rates, including some other additions to the tune of virtually a half a billion dollars in the first 12 months. Somewhere in between the two we will get a compromise conference GI Bill increase which will then become law.

It was determined that inviting testimony from interested groups and holding hearings throughout the country was not feasible because of the time frame. So what was done instead was the solicitation of proposals through letters and over 100 letters were sent to interested organizations and officials, they include such things as Conference of Governors, Conference of Mayors, veterans organizations throughout the country, the committee chairmen in the House and the Senate of those committees most vitally concerned with problems of veterans, labor leaders, leaders of business, trade associations, education associations, all in all over a hundred letters; and we got about 65 different responses, each response containing an average of about 4 different proposals. So we are talking about something in the neighborhood of 400 different proposals that the committee has to sift out, evaluate, and decide on. They fall into patterns, primarily. By far the most common proposal was to increase the educational allowance rates and we have already spoken to that in an interim report.

The next most prevalent proposal was to design special types of programs and give special incentives, mainly leaving open what the nature of the incentive or the nature of the special program was to be, in the guise of supplying some form of motivation. Motivation was the most, I guess, pervasive word throughout all of the recommendations, as well it might be.

So, in the interim report that we submitted to the White House, in addition to the single legislative recommendation with regard to rates, the Committee decided to recommend for immediate implementation the most persuasive proposals that could be accomplished administratively without need for enabling legislation and I'll just run through these for you. There were 10 of them, actually.

They included setting up, or urging industry on a voluntary basis to set up, computerized job banks where the skills of veterans emerging from service could be matched against job opportunities shown in the computer in different locations and job referals be made on that basis.

Another one was to extend the type of counseling that the VA does now. As you undoubtedly know, we have 9 different Veterans Administration employees in 7 different locations in Vietnam giving out benefit counseling to men about to be redeployed to the United States or about to be discharged. This type of service would, under the recommendation, be extended to additional countries and possibly to additional continents.

A third proposal was to somehow do more to convert military skills to scarce category civilian occupations. The primary example cited was the paramedical skill, where considerable time and training in service has been devoted to a skill usable in civilian life but not readily convertible because of different certification and qualification requirements in the civilian institutions. This would involve both an urging of these institutions to change their certification requirements and providing such conversion training as would speedily readapt the military skill to the civilian need.

Another one is to think up more community-oriented on-the-job training programs. We in the VA now have 2 rather important on-the-job training programs which have been formulated with the mayors and staffs of large cities. One of them is an on-the-job training program for policemen, and we have 3800 policemen in training on the job in various cities right now.

The other is an on-the-job training program for firemen. We are not quite as successful there but we do have 750 firemen in on-the-job training throughout the country. We feel that additional programs can be developed with the communities. These could include such things as recreation workers, social workers, that sort of thing; and we are currently, under the President's mandate, exploring this possibility.

The next proposal was to experiment with a government computerized inventory of servicemen's talents which would lead to a matching of their talents with civilian needs. This would undoubtedly set up on a pilot basis with a single installation. First to see what the bugs are and to see what the successes are. Then a pilot training center on a military installation in which those veterans who needed a skill, wanted training of some sort which could be supplied, particularly to those who need training to complete high school equivalency but did not want to enter the civilian economy and compete in a class room with 16 year olds, could stay in service and extend their enlistment for a period sufficient to complete this training at an installation where the training facility would be set up.

We have as another suggestion intensified recruiting at various separation centers for jobs in the civil service, and extension of the TRANSITION type counseling from the states to overseas posts with consideration to where that would take us, but primarily starting with extension of counseling and a mandate to the Office of Education and OEO to get with the college community and develop special programs for returning veterans, particularly those educationally disadvantaged. We have in mind such things as this: many men get out of service with a high school diploma but they have deficiencies for college work. The colleges would be encouraged to set up programs which would accept the men with the deficiencies, set up remedial programs to overcome the deficiencies concurrent with college level programs. These, of course, could be supported under the GI Bill. Another part of this same proposal would be for example, where colleges fill their rolls for the fall term early in the year, probably by spring. The serviceman getting out too late to apply for that would have to wait a full year today to get into school. What is well known that freshman classes have a large mortality rate. That mortality rate is probably the greatest in the first term of the first year. Colleges could be encouraged to give priority to filling back these vacancies with servicemen who have just been discharged, things of this sort. That, in effect, concludes the Interim Report of the President's Committee.

The final report has a target date of the end of this month. It probably will meet that target date if all goes well and we pay a lot of attention and time to all of the remaining propositions that have to be considered by the group. It is quite probable that it will concern itself very largely with additional legislative proposals since we have concentrated so heavily on the administrative proposals in the interim report. What those legislative proposals will be I can only speculate as to and frankly, I prefer not to until we get some agreement and meeting of the minds on them. But that in effect is what the business of the President's Committee is all about.

I think it important to point out that the Committee is not, is not intended, and certainly will not be "the be all, end all, or final solution" to all veterans problems. I think probably one of the things the Committee is going to conclude or at least one of the things that is starting to emerge is that we have a rather soundly based program of benefits for veterans and for servicemen right now; and that probably what is just as important as devising new programs is to devise procedures, which is extremely difficult to do, which would tie agencies together in the joint implementation of what we now have. If motivation is the answer to the man who has dropped out of school because he lacks motivation, then just one single gimmick, one single carrot dangled in front of him, is not going to provide it. I am going after what is going to be needed. I think probably what is going to be most important is to devise a continued effort, something that starts when the fact of being a veteran starts, which is I guess the day you are inducted in the military service, that continues throughout the service to remind him constantly that the government has a stake in him, an interest in him, and is concerned with his welfare - that does not release him but merely turns him over to another agency for on-going attention when he has left the service until such time as he is fully convinced that he has all that he needs for a complete readjustment to the type of civilian economy we want to have. Now that's just about what this business is all about. I'll quit now, if it's all right with you. Or I'll answer any questions, if you prefer. Thank you.

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